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

**(Copied: July 8, 2009)**

**Contracting Officer Representatives Survey, 2005**

**Record Group 479    Records of the Merit Systems Protection Board**

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## List of Reference Documentation

Contracting Officer Representative Survey, 2005  
NN3-479-07-001  
Records of the Merit System Protection Board (Record Group 479)

<u>Basic Documentation</u>	<u>Number of Pages</u>
NARA-prepared List of Reference Documentation .....	1
NARA-prepared User Note dated February 15, 2007.....	1
Agency-prepared Documentation .....	54
	<b>Total: 56</b>

### Supplemental Documentation (Available Upon Request)

- Sample Dump
- NARA Processing Materials
- NARA-prepared Printout: "Contracting Officer Representatives: Managing the Government's Technical Experts to Achieve Positive Contract Outcomes" (Dec 2005)

The Merit Systems Protection Board transferred to NARA the raw data and SPSS Save file for the Contracting Officer Representatives Survey, 2005. NARA retains the SPSS file for the convenience of reference for a period of ten years form the time of initial preservation copying.

Lynn Goodsell  
Electronic and Special Media Records Services Division (NWME)  
July 9, 2009



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Theodore J. Hull  
February 15, 2007  
NN3-479-07-001

## User Note

Contracting Officer Representatives Survey, 2005

Records of the Merit System Protection Board  
Record Group 479

NWME archivists currently verify preservation copies of electronic data on the Archival Electronic Records Inspection and Control System (AERIC). An archivist enters the record layout and codes, either manually or electronically, and verification criteria for each data element into AERIC. The system then matches the layout and codes to their corresponding data files to determine the extent to which all the records in the files contain acceptable values. NWME prefers to verify all files and all data elements in all records, i.e., 100 percent verification. Even with an automated verification system, the process can be time consuming. It has become even more time consuming in recent years because of an increasingly large number of accessions; and because the data files increasingly have many different record layouts with numerous data elements for each layout; or the records may have the same record layout but a large number of files. An alternative procedure providing sufficient dependability for judging how well the documentation matches the data is probability sampling verification, i.e., verifying statistically selected samples of either data elements or data files from a project.

For the Contracting Officer Representatives Survey, 2005, data file, we chose to verify it using the NWME Annual Sample of Tapes Model. This statistical sampling option is the method NWME uses for its annual sample of readability of magnetic computer tapes accessioned by NARA. It is also NARA's regulation for federal agencies maintenance of magnetic computer tape, found in 36 CFR 1234.30 (g)(4). With a population of 1800 or fewer, the archivist verifies a 20% sample or a sample size of 50, whichever is larger. With a population of 1800 or more, the archivist verifies a sample size of 384. The archivist selects the sample with a random sample procedure.

The Contracting Officer Representatives Survey, 2005, data had 277 data elements. A random number generator was used to select a 20% sample of data elements, or 55, plus the first variable in each record (ID). No discrepancies were noted between the data and documentation.

# MSPB Study of CORs and COTRs

## Background

In the past few years the amount and complexity of Federal contracting has increased and the number of contracting professionals (contracting officers or COs) has decreased. These changes naturally lead one to wonder about the background, roles, and responsibilities of other Federal employees who are involved in contract-related activities. In this study, we focus on the program and technical employees who perform contract-related duties as contracting officer representatives (CORs) or contracting officer technical representatives (COTRs.)

## Purpose

CORs and COTRs play a critical role in ensuring that contracting is conducted in an effective and efficient manner that meets the public's interest. The purpose of this study is to identify and describe this critical group of people -- who are they, what contract-related activities do they perform, and what experiences encourage and support or inhibit their ability to perform their contract-related activities? We also hope to share some best practices and clarify areas of concern in terms of the management of these employees. The results will be useful to policy makers and practitioners who are interested in the management of this workforce and in improving the outcomes of contracting.

## Survey

The primary source of data for this study is a survey of CORs and COTRs from selected executive branch agencies. The survey is designed to address the questions mentioned above and takes about 40 minutes to complete. The survey is paper-based and will be distributed by mail. Electronic distribution of the survey was considered and was not a viable option for this study.

## Sampling Process

We selected agencies to survey that together account for nearly 95 percent of Governmentwide contracting dollars and contracting actions above \$25,000. CORs and COTRs are not defined in any single database so we had to obtain names and addresses of COR/COTRs directly from the selected agencies. We randomly sampled approximately 10,000 employees from the names provided.

## Confidentiality

All names and addresses are kept confidential in accord with Government regulations and standard research protocols. Standard methods for survey distribution and collection of responses are used to ensure anonymity and confidentiality of respondents. The surveys are not linked in any way to the names of the recipients, so no one except the individual respondents will know who returned a survey. The responses themselves will be analyzed and reported only in summary form in the final report.

## Contact Information

If you have questions or comments about this study or the survey, please contact us via email at [corstudy@mspb.gov](mailto:corstudy@mspb.gov).

## Notes for use of MSPB SURVEY data files:

- For “processed” files, such as those in SPSS format, be sure to check the survey instrument itself for the exact wording of questions. The labels in the data files are often abbreviations of the actual survey questions.
- If the survey sample was stratified (i.e., some subgroups over- or under-sampled relative to their representation in the population), it is important to WEIGHT the data by the STRATWGT variable to obtain accurate summary population findings. See “MSPB Survey Weighting Strategy.doc” for a description and example of how stratification weights are calculated. Note that weighted n’s often mimic but are not the actual number of respondents. The data need to be run unweighted to see the actual n’s involved.
- Final MSPB published and reported results typically collapse the five response alternatives into three categories. For example, “Strongly agree” and “Agree” are combined into “Agree,” and “Strongly disagree” and “Disagree” combine into “Disagree.” “Neither agree nor disagree” remains unchanged.
- Unless stated otherwise, all reported results are based on those of respondents who were knowledgeable and able to make informed judgments. Consequently, “Don’t Know,” “Can’t Judge,” and “Not Applicable” responses are set to missing and excluded from the analyses and not counted in the reported results. Typically, when the percent of “Don’t Know” responses approaches 10 percent or more, this will be discussed and this response option may or may not be separately reflected in the reported percent distribution.

For questions or to verify appropriate interpretation of output, please contact the:

Office of Policy and Evaluation  
US Merit Systems Protection Board  
1615 M Street, NW  
Washington, DC 20419

Phone: 202-653-6772 X1335

Or

E-mail: [STUDIES@mspb.gov](mailto:STUDIES@mspb.gov)

COR study sampling plan.

Our primary goals are to describe who the non-contracting officer folks are that work on contracts, what they do and the degree to which this workforce is managed in an effective/efficient way, according to the FAR, thus supporting the chances of obtaining positive contracting outcomes.

1. Survey 1 and 2: Select Departments and/or agencies from the Federal Procurement Data System (fpds) that have significant number of contracting actions or total dollars for FY 2000 (will use FY 2001 data if it is available in time) for actions over \$25,000 (Form 279).

*Note: Other than defense, we cannot sample subcomponents (bureaus) because the subcomponent definitions in the FPDS do not match the subcomponent definitions in the CPDF.*

2. Categorize the departments and agencies in some sensible way. For example:

Group A: DoD (Army, Navy, Air Force separately)

Group B: Civilian agencies with more substantial amounts of contracting, as defined by the proportion of contracting actions (total govt-wide contracting actions in the denominator) over 4% and over 5% in proportion of contracting dollars. This definition includes:

Energy

NASA

GSA

Justice

VA

Group C: Civilian agencies with 1-5% of proportion of total dollars and/or 1-4% proportion of total actions. This leaves the following agencies (with EPA replacing TVA as a small agency because TVA does not submit data to cpdf, so cannot be sampled.

USDA

HHS

INT

DOT

EPA

We could alternately analyze the data according to defense, large civilian agencies (department level such as Energy, Justice, VA, USDA, HHS, INT, DOT) and small, independent agencies (NASA, GSA, EPA)

NOTE: Consider selecting the top 10 ranked agencies in terms of total percent actions and dollars, or placing them in categories according to the proportion of their total agency budget is spent on contracting. Or, just analyze data both ways.

A list of the top 20 agencies and the number of contract actions (over 25,000) and the total dollars spent (over 25,000) is attached.

Do not distribute survey to other departments and agencies that do not have significant levels of contracting because their experience level may limit the validity and reliability of their results and we have the added benefit of reducing the survey administration burden thus hopefully improving response rates in the agencies used.

3. For survey 1: Coordinate with OPM (OWI) to obtain a random sample of Professional and Administrative employees defined by the following characteristics:

Include all PA occupations except GS-1102 (And maybe GS 1102-1105) (consider implications for demo folks who may be assigned GS series)

Include GS, GM, ST, and all agency demo pay plan codes (Do not select only GS because this will exclude all demo folks, many of whom are the people we most want to survey.)

Include grades or total salary equivalent to that of GS 11 (or similar pay demo pay band)

Consider selection based on POI size.

Also obtain data to be used for analyzing response bias. (Such as, age, gender, tenure, occupation, series, etc.)

4. For survey 2: Obtain complete lists of all COR/ COTRs from selected agencies including the following elements:

First name

Last name

Work mailing address including organization, street number and name (or PO Box number), city, state and zip code **OR**

Home mailing address including street number and name (Or PO Box number), city, state and zip code **OR**

\*\* Work email address with guaranteed route through agency firewall for message delivery and survey completion on the Web. (Assuming RA can do this)

Randomly select COR/COTRs from this list in proportion to the number in each agency, or to match proportions drawn in sample for first survey.

NOTE: Agencies may try to tell us they cannot provide this information. However, they are legally required to keep records of all COR and COTR training so while it might not be easy, they should be able to provide it. They may also try to tell us to send the surveys to them and they will distribute them from the Senior Procurement Executive's office. However, we want to be in control of how the sample is taken and be able to have our survey contractor distribute them in coordination with the HR Office POI.

Assessing response bias to second survey will be more difficult unless we ask the agencies for demographics along with the addresses, which I am hesitant to do. We

may be able to get a surrogate measure of bias by comparing the COR/COTR surveys that are returned to the actual agency demographics from survey one, and/or to the responses to survey one, in particular to those stating they are COR on the first survey. We may also be able to make some comparison between the contract data in the fpdfs for each agency and the contract data reported by the CORs to discern if there are any large differences.

#### Questions:

How can we be sure to include the demo people?

What impact could the use of integrated project teams have on our surveys, should we account for it?

Others?

Top 20 Agencies with most contract actions or dollars in FY2000 (contracts over 25,000) (Initial recommendations in italics)

<u>Agency</u>	<u>Actions</u>	<u>Rank</u>	<u>Dollars</u>	<u>Rank</u>
<i>Department of Agriculture</i>	15,230	5	3,216,245	8
<i>Dept. Of Commerce*</i>	6,583	11	1,780,281	12
<i>DoD</i>	304,523	1	132,099,825	1
Education	1,114	-	881,341	17
<i>Energy</i>	5,634	12	16,880,859	2
<i>HHS</i>	11,375	8	3,947,167	6
HUD	1,951	19	1,091,944	16
<i>Interior</i>	12,704	7	1,207,814	15
<i>Justice</i>	27,298	3	3,061,665	9
Labor	2,655	18	1,288,566	13
<i>Department of State*</i>	4,467	14	1,232,962	14
<i>Transportation</i>	14,120	6	1,800,044	11
<i>Treasury*</i>	9,824	10	2,713,749	10
<i>VA</i>	21,169	4	3,880,021	7
AID	819	-	441,124	20
<i>EPA</i>	5,082	13	875,302	18
<i>GSA</i>	47,562	2	10,310,911	4
<i>NASA</i>	11,336	9	10,912,591	3
OPM	2,958	17	194,092	-
SSA	3,692	16	482,666	19
<i>TVA**</i>	4,458	15	4,253,112	5

\* Select one these three based on experience with MPS survey and/or Ability to provide COR lists.

\*\* Not in CPDF, so not available to be part of govt-wide survey. Replace with next small agency, EPA



## Survey Data Analysis: Calculating and Interpreting Weights

- Only need one set of weights for all analyses
- Weights are based on agency return rate and size of workforce
- Formula for determining weights from Kraut (1996) Organizational Surveys:

$$\text{weight} = W1/W2$$

where  $W1 = \text{strata population} / \text{total population}$   
 $W2 = \# \text{ of strata returns} / \text{total} \# \text{ returned}$

*example:* Forest Service population = 24,723  
Total population = 1,404,106  
Forest Service returns = 273  
Total returns = 13,657  
 $W1 = 24,723 / 1,404,106 = .017607645$   
 $W2 = 273 / 13,657 = .019989749$   
weight =  $W1 / W2 = .017607645 / .019989749 = .88083372$

- Any time we aggregate to agency level, use the set of weights; it will retain the proportion of bureau level to agency level
- When to use unweighted = if reporting data for one agency/bureau only
- Careful about reporting Ns when weighting on - Ns reflect proportion of population; not actual number of survey responses
- Response rate formula for response rate =  $\# \text{ returns} / \# \text{ delivered}$

*example:*  
Forest Service = 273 returned surveys, 741 delivered surveys  
return rate =  $273 / 741 = .36842 = 37\%$

October 29, 1998

Variable	Rec	Start	End	Format
id	1	1	4	F4.0
q1	1	5	5	F1.0
q2	1	6	6	F1.0
q3	1	7	7	F1.0
q4a	1	8	8	F1.0
q4b	1	9	9	F1.0
q4c	1	10	10	F1.0
q4d	1	11	11	F1.0
q4e	1	12	12	F1.0
q4f	1	13	13	F1.0
q4g	1	14	14	F1.0
q5	1	15	15	F1.0
q6	1	16	16	F1.0
q7a	1	17	17	F1.0
q7b	1	18	18	F1.0
q7c	1	19	19	F1.0
q7d	1	20	20	F1.0
q7e	1	21	21	F1.0
q7f	1	22	22	F1.0
q7g	1	23	23	F1.0
q7h	1	24	24	F1.0
q8a	1	25	25	F1.0
q8b	1	26	26	F1.0
q8c	1	27	27	F1.0
q8d	1	28	28	F1.0
q8e	1	29	29	F1.0
q8f	1	30	30	F1.0
q9	1	31	31	F1.0
q10a1	1	32	32	F1.0
q10a2	1	33	33	F1.0
q10a3	1	34	34	F1.0
q10a4	1	35	35	F1.0
q10a5	1	36	36	F1.0
q10a6	1	37	37	F1.0
q10a7	1	38	38	F1.0
q10a8	1	39	39	F1.0
q10a9	1	40	40	F1.0
q10a10	1	41	41	F1.0
q10a11	1	42	42	F1.0
q10a12	1	43	43	F1.0
q10a13	1	44	44	F1.0
q10b1	1	45	45	F1.0
q10b2	1	46	46	F1.0
q10b3	1	47	47	F1.0
q10b4	1	48	48	F1.0
q10b5	1	49	49	F1.0
q10b6	1	50	50	F1.0
q10b7	1	51	51	F1.0

q10b8	1	52	52	F1.0
q10b9	1	53	53	F1.0
q10b10	1	54	54	F1.0
q10b11	1	55	55	F1.0
q10b12	1	56	56	F1.0
q10b13	1	57	57	F1.0
q10b14	1	58	58	F1.0
q10b15	1	59	59	F1.0
q10b16	1	60	60	F1.0
q10b17	1	61	61	F1.0
q10b18	1	62	62	F1.0
q10b19	1	63	63	F1.0
q10b20	1	64	64	F1.0
q11a1	1	65	65	F1.0
q11a2	1	66	66	F1.0
q11a3	1	67	67	F1.0
q11a4	1	68	68	F1.0
q11a5	1	69	69	F1.0
q11a6	1	70	70	F1.0
q11a7	1	71	71	F1.0
q11a8	1	72	72	F1.0
q11a9	1	73	73	F1.0
q11a10	1	74	74	F1.0
q11a11	1	75	75	F1.0
q11a12	1	76	76	F1.0
q11b1	1	77	77	F1.0
q11b2	1	78	78	F1.0
q11b3	1	79	79	F1.0
q11b4	1	80	80	F1.0
q11b5	1	81	81	F1.0
q11b6	1	82	82	F1.0
q11b7	1	83	83	F1.0
q11b8	1	84	84	F1.0
q11b9	1	85	85	F1.0
q11b10	1	86	86	F1.0
q11b11	1	87	87	F1.0
q11b12	1	88	88	F1.0
q11b13	1	89	89	F1.0
q11b14	1	90	90	F1.0
q11b15	1	91	91	F1.0
q11b16	1	92	92	F1.0
q11b17	1	93	93	F1.0
q11c1	1	94	94	F1.0
q11c2	1	95	95	F1.0
q11c3	1	96	96	F1.0
q11c4	1	97	97	F1.0
q11c5	1	98	98	F1.0
q11c6	1	99	99	F1.0
q11c7	1	100	100	F1.0
q11c8	1	101	101	F1.0
q11c9	1	102	102	F1.0
q11c10	1	103	103	F1.0
q11c11	1	104	104	F1.0

q11d1	1	105	105	F1.0
q11d2	1	106	106	F1.0
q11d3	1	107	107	F1.0
q11d4	1	108	108	F1.0
q11d5	1	109	109	F1.0
q11e1	1	110	110	F1.0
q11e2	1	111	111	F1.0
q11e3	1	112	112	F1.0
q11e4	1	113	113	F1.0
q11e5	1	114	114	F1.0
q11e6	1	115	115	F1.0
q11e7	1	116	116	F1.0
q11e8	1	117	117	F1.0
q11e9	1	118	118	F1.0
q11e10	1	119	119	F1.0
q11e11	1	120	120	F1.0
q11e12	1	121	121	F1.0
q11f1	1	122	122	F1.0
q11f2	1	123	123	F1.0
q11f3	1	124	124	F1.0
q11f4	1	125	125	F1.0
q11f5	1	126	126	F1.0
q11f6	1	127	127	F1.0
q11f7	1	128	128	F1.0
q12	1	129	129	F1.0
q13a1	1	130	130	F1.0
q13a2	1	131	131	F1.0
q13b1	1	132	132	F1.0
q13b2	1	133	133	F1.0
q13c1	1	134	134	F1.0
q13c2	1	135	135	F1.0
q13d1	1	136	136	F1.0
q13d2	1	137	137	F1.0
q13e1	1	138	138	F1.0
q13e2	1	139	139	F1.0
q13f1	1	140	140	F1.0
q13f2	1	141	141	F1.0
q13g1	1	142	142	F1.0
q13g2	1	143	143	F1.0
q13h1	1	144	144	F1.0
q13h2	1	145	145	F1.0
q13i1	1	146	146	F1.0
q13i2	1	147	147	F1.0
q13j1	1	148	148	F1.0
q13j2	1	149	149	F1.0
q13k1	1	150	150	F1.0
q13k2	1	151	151	F1.0
q13l1	1	152	152	F1.0
q13l2	1	153	153	F1.0
q13m1	1	154	154	F1.0
q13m2	1	155	155	F1.0
q14	1	156	156	F1.0
q15	1	157	157	F1.0

q16a	1	158	158	F1.0
q16b	1	159	159	F1.0
q16c	1	160	160	F1.0
q16d	1	161	161	F1.0
q16e	1	162	162	F1.0
q16f	1	163	163	F1.0
q16g	1	164	164	F1.0
q16h	1	165	165	F1.0
q16i	1	166	166	F1.0
q16j	1	167	167	F1.0
q16k	1	168	168	F1.0
q16l	1	169	169	F1.0
q17a	1	170	170	F1.0
q17b	1	171	171	F1.0
q17c	1	172	172	F1.0
q17d	1	173	173	F1.0
q17e	1	174	174	F1.0
q17f	1	175	175	F1.0
q17g	1	176	176	F1.0
q17h	1	177	177	F1.0
q18	1	178	178	F1.0
q19	1	179	179	F1.0
q20a	1	180	180	F1.0
q20b	1	181	181	F1.0
q20c	1	182	182	F1.0
q20d	1	183	183	F1.0
q20e	1	184	184	F1.0
q20f	1	185	185	F1.0
q20g	1	186	186	F1.0
q21a	1	187	187	F1.0
q21b	1	188	188	F1.0
q21c	1	189	189	F1.0
q21d	1	190	190	F1.0
q21e	1	191	191	F1.0
q21f	1	192	192	F1.0
q21g	1	193	193	F1.0
q21h	1	194	194	F1.0
q22a	1	195	195	F1.0
q22b	1	196	196	F1.0
q22c	1	197	197	F1.0
q22d	1	198	198	F1.0
q22e	1	199	199	F1.0
q22f	1	200	200	F1.0
q22g	1	201	201	F1.0
q23a	1	202	202	F1.0
q23b	1	203	203	F1.0
q23c	1	204	204	F1.0
q23d	1	205	205	F1.0
q23e	1	206	206	F1.0
q23f	1	207	207	F1.0
q23g	1	208	208	F1.0
q23h	1	209	209	F1.0
q24a1	1	210	210	F1.0

q24a2	1	211	211	F1.0
q24b1	1	212	212	F1.0
q24b2	1	213	213	F1.0
q24c1	1	214	214	F1.0
q24c2	1	215	215	F1.0
q24d1	1	216	216	F1.0
q24d2	1	217	217	F1.0
q24e1	1	218	218	F1.0
q24e2	1	219	219	F1.0
q24f1	1	220	220	F1.0
q24f2	1	221	221	F1.0
q24g1	1	222	222	F1.0
q24g2	1	223	223	F1.0
q25	1	224	224	F1.0
q26a1a	1	225	225	F1.0
q26a1b	1	226	226	F1.0
q26a2a	1	227	227	F1.0
q26a2b	1	228	228	F1.0
q26a3a	1	229	229	F1.0
q26a3b	1	230	230	F1.0
q26a4a	1	231	231	F1.0
q26a4b	1	232	232	F1.0
q26a5a	1	233	233	F1.0
q26a5b	1	234	234	F1.0
q26a6a	1	235	235	F1.0
q26a6b	1	236	236	F1.0
q26a7a	1	237	237	F1.0
q26a7b	1	238	238	F1.0
q26a8a	1	239	239	F1.0
q26a8b	1	240	240	F1.0
q26a9a	1	241	241	F1.0
q26a9b	1	242	242	F1.0
q26a10a	1	243	243	F1.0
q26a10b	1	244	244	F1.0
q26a11a	1	245	245	F1.0
q26a11b	1	246	246	F1.0
q26b1a	1	247	247	F1.0
q26b1b	1	248	248	F1.0
q26b2a	1	249	249	F1.0
q26b2b	1	250	250	F1.0
q26b3a	1	251	251	F1.0
q26b3b	1	252	252	F1.0
q26b4a	1	253	253	F1.0
q26b4b	1	254	254	F1.0
q26b5a	1	255	255	F1.0
q26b5b	1	256	256	F1.0
q26b6a	1	257	257	F1.0
q26b6b	1	258	258	F1.0
q26b7a	1	259	259	F1.0
q26b7b	1	260	260	F1.0
q27	1	261	261	F1.0
q28	1	262	262	F1.0
q29	1	263	263	F1.0

q30	1	264	264	F1.0
q31	1	265	265	F1.0
q32	1	266	266	F1.0
q33	1	267	267	F1.0
q34	1	268	268	F1.0
q35	1	269	272	F4.0
q36	1	273	274	F2.0
q37	1	275	275	F1.0
q38	1	276	276	F1.0
q39	1	277	277	F1.0
q40	1	278	278	F1.0
q41	1	279	279	F1.0
q42	1	280	280	F1.0
q43	1	281	282	F2.0
q44	1	283	283	F1.0
q45	1	284	284	F1.0
q46	1	285	285	F1.0

Variable Values

Value	Label
q1	1 No contract experience
	2 Contracting Officer
	3 Contract experience
q2	1 Less than one year
	2 1 - 2 years
	3 3 - 5 years
	4 6 - 10 years
	5 More than 10 years
q3	1 Not officially designated
	2 Less than one year
	3 1 - 2 years
	4 3 - 5 years
	5 6 - 10 years
	6 More than 10 years
q5	1 Always
	2 More than half the time
	3 About half the time
	4 Less than half of the time
	5 Never
	6 DK
q6	1 During pre-award
	2 After award - near start
	3 After contract start
	4 At end or termination
	5 Not sure
q9	1 1
	2 2 or 3
	3 4 or 5
	4 6 or more
	5 DK
q10a1	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a2	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a3	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a4	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a5	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a6	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a7	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a8	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a9	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a10	1 Never
	2 Rarely
	3 Sometimes
	4 Frequently
	5 Always
	6 DK/NA
q10a11	1 Never



q10a12	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10a13	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b1	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b2	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b3	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b4	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b5	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b6	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b7	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b8	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b9	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b10	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b11	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b12	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b13	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never

q10b14	6	DK/NA	q11a2	5	Strongly disagree
	1	Never		6	DK/NA
	2	Rarely		1	Strongly agree
	3	Sometimes		2	Agree
	4	Frequently		3	Neither
	5	Always		4	Disagree
q10b15	6	DK/NA	5	Strongly disagree	
	1	Never	6	DK/NA	
	2	Rarely	1	Strongly agree	
	3	Sometimes	2	Agree	
	4	Frequently	3	Neither	
	5	Always	4	Disagree	
q10b16	6	DK/NA	5	Strongly disagree	
	1	Never	6	DK/NA	
	2	Rarely	1	Strongly agree	
	3	Sometimes	2	Agree	
	4	Frequently	3	Neither	
	5	Always	4	Disagree	
q10b17	6	DK/NA	5	Strongly disagree	
	1	Never	6	DK/NA	
	2	Rarely	1	Strongly agree	
	3	Sometimes	2	Agree	
	4	Frequently	3	Neither	
	5	Always	4	Disagree	
q10b18	6	DK/NA	5	Strongly disagree	
	1	Never	6	DK/NA	
	2	Rarely	1	Strongly agree	
	3	Sometimes	2	Agree	
	4	Frequently	3	Neither	
	5	Always	4	Disagree	
q10b19	6	DK/NA	5	Strongly disagree	
	1	Never	6	DK/NA	
	2	Rarely	1	Strongly agree	
	3	Sometimes	2	Agree	
	4	Frequently	3	Neither	
	5	Always	4	Disagree	
q10b20	6	DK/NA	5	Strongly disagree	
	1	Never	6	DK/NA	
	2	Rarely	1	Strongly agree	
	3	Sometimes	2	Agree	
	4	Frequently	3	Neither	
	5	Always	4	Disagree	
q11a1	6	DK/NA	5	Strongly disagree	
	1	Strongly agree	6	DK/NA	
	2	Agree	1	Strongly agree	
	3	Neither	2	Agree	
4	Disagree	3	Neither		

	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11a10	1	Strongly agree		6	DK/NA
	2	Agree	q11b6	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11a11	1	Strongly agree	q11b7	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11a12	1	Strongly agree	q11b8	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b1	1	Strongly agree	q11b9	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b2	1	Strongly agree	q11b10	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b3	1	Strongly agree	q11b11	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b4	1	Strongly agree	q11b12	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b5	1	Strongly agree	q11b13	6	DK/NA
	2	Agree		1	Strongly agree

	2	Agree	q11c4	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11b14	6	DK/NA		5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree	q11c5	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11b15	6	DK/NA		5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree	q11c6	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11b16	6	DK/NA		5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree	q11c7	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11b17	6	DK/NA		5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree	q11c8	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11c1	6	DK/NA		5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree	q11c9	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11c2	6	DK/NA		5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree	q11c10	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11c3	6	DK/NA		5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree	q11c11	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree

q11d1	6	DK/NA	q11e4	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d2	6	DK/NA	q11e5	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d3	6	DK/NA	q11e6	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d4	6	DK/NA	q11e7	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d5	6	DK/NA	q11e8	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e1	6	DK/NA	q11e9	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e2	6	DK/NA	q11e10	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e3	6	DK/NA	q11e11	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither

q11d1	6	DK/NA	q11e4	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d2	6	DK/NA	q11e5	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d3	6	DK/NA	q11e6	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d4	6	DK/NA	q11e7	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d5	6	DK/NA	q11e8	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e1	6	DK/NA	q11e9	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e2	6	DK/NA	q11e10	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e3	6	DK/NA	q11e11	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree	3	Neither	

	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11e12	1	Strongly agree		6	DK/NA
	2	Agree	q12	1	Yes
	3	Neither		2	No
	4	Disagree		3	DK
	5	Strongly disagree	q13a1	1	Yes
	6	DK/NA		2	No
q11f1	1	Strongly agree	q13a2	1	Not at all effective
	2	Agree		2	Minimally effective
	3	Neither		3	Somewhat effective
	4	Disagree		4	Very effective
	5	Strongly disagree		5	Extremely effective
	6	DK/NA		6	DK/NA
q11f2	1	Strongly agree	q13b1	1	Yes
	2	Agree		2	No
	3	Neither	q13b2	1	Not at all effective
	4	Disagree		2	Minimally effective
	5	Strongly disagree		3	Somewhat effective
	6	DK/NA		4	Very effective
q11f3	1	Strongly agree		5	Extremely effective
	2	Agree		6	DK/NA
	3	Neither	q13c1	1	Yes
	4	Disagree		2	No
	5	Strongly disagree	q13c2	1	Not at all effective
	6	DK/NA		2	Minimally effective
q11f4	1	Strongly agree		3	Somewhat effective
	2	Agree		4	Very effective
	3	Neither		5	Extremely effective
	4	Disagree		6	DK/NA
	5	Strongly disagree	q13d1	1	Yes
	6	DK/NA		2	No
q11f5	1	Strongly agree	q13d2	1	Not at all effective
	2	Agree		2	Minimally effective
	3	Neither		3	Somewhat effective
	4	Disagree		4	Very effective
	5	Strongly disagree		5	Extremely effective
	6	DK/NA		6	DK/NA
q11f6	1	Strongly agree	q13e1	1	Yes
	2	Agree		2	No
	3	Neither	q13e2	1	Not at all effective
	4	Disagree		2	Minimally effective
	5	Strongly disagree		3	Somewhat effective
	6	DK/NA		4	Very effective
q11f7	1	Strongly agree		5	Extremely effective
	2	Agree		6	DK/NA

q13f1	1	Yes			6	DK/NA
	2	No			1	Yes
q13f2	1	Not at all effective		q13l1	2	No
	2	Minimally effective		q13l2	1	Not at all effective
	3	Somewhat effective			2	Minimally effective
	4	Very effective			3	Somewhat effective
	5	Extremely effective			4	Very effective
	6	DK/NA			5	Extremely effective
q13g1	1	Yes		q13m1	6	DK/NA
	2	No			1	Yes
q13g2	1	Not at all effective		q13m2	2	No
	2	Minimally effective			1	Not at all effective
	3	Somewhat effective			2	Minimally effective
	4	Very effective			3	Somewhat effective
	5	Extremely effective			4	Very effective
	6	DK/NA			5	Extremely effective
q13h1	1	Yes		q14	6	DK/NA
	2	No			1	Not at all successful
q13h2	1	Not at all effective			2	Minimally successful
	2	Minimally effective			3	Successful
	3	Somewhat effective			4	Very successful
	4	Very effective			5	Extremely successful
	5	Extremely effective		q15	1	Strongly agree
	6	DK/NA			2	Agree
q13i1	1	Yes			3	Neither
	2	No			4	Disagree
q13i2	1	Not at all effective			5	Strongly disagree
	2	Minimally effective		q18	1	\$0 to \$25,000
	3	Somewhat effective			2	\$25,001 to \$100,000
	4	Very effective			3	\$100,001 to \$1 million
	5	Extremely effective			4	\$1 million to \$5 million
	6	DK/NA			5	\$5 million to \$100 million
q13j1	1	Yes			6	\$100 million and above
	2	No			7	Don't know
q13j2	1	Not at all effective		q19	1	Less than 1 year
	2	Minimally effective			2	Up to 2 years
	3	Somewhat effective			3	Up to 3 years
	4	Very effective			4	Up to 4 years
	5	Extremely effective			5	Up to 5 years
	6	DK/NA			6	More than 5 years
q13k1	1	Yes		q21a	1	Strongly agree
	2	No			2	Agree
q13k2	1	Not at all effective			3	Neither
	2	Minimally effective			4	Disagree
	3	Somewhat effective			5	Strongly disagree
	4	Very effective			6	DK/NA
	5	Extremely effective		q21b	1	Strongly agree



	2	Agree		q22b	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21c	6	DK/NA			5	Strongly disagree
	1	Strongly agree			6	DK/NA
	2	Agree		q22c	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21d	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22d	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21e	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22e	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21f	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22f	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21g	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22g	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21h	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q23a	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q22a	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q23b	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree

q23c	6	DK/NA	q24b1	5	Extremely useful
	1	Strongly agree		6	DK/NA
	2	Agree		1	None
	3	Neither		2	1 to 2 days
	4	Disagree		3	3 to 5 days
	5	Strongly disagree		4	6 to 10 days
q23d	6	DK/NA	q24b2	5	More than 10 days
	1	Strongly agree		6	DK/NA
	2	Agree		1	Not at all
	3	Neither		2	Minimally
	4	Disagree		3	Useful
	5	Strongly disagree		4	Very useful
q23e	6	DK/NA	q24c1	5	Extremely useful
	1	Strongly agree		6	DK/NA
	2	Agree		1	None
	3	Neither		2	1 to 2 days
	4	Disagree		3	3 to 5 days
	5	Strongly disagree		4	6 to 10 days
q23f	6	DK/NA	q24c2	5	More than 10 days
	1	Strongly agree		6	DK/NA
	2	Agree		1	Not at all
	3	Neither		2	Minimally
	4	Disagree		3	Useful
	5	Strongly disagree		4	Very useful
q23g	6	DK/NA	q24d1	5	Extremely useful
	1	Strongly agree		6	DK/NA
	2	Agree		1	None
	3	Neither		2	1 to 2 days
	4	Disagree		3	3 to 5 days
	5	Strongly disagree		4	6 to 10 days
q23h	6	DK/NA	q24d2	5	More than 10 days
	1	Strongly agree		6	DK/NA
	2	Agree		1	Not at all
	3	Neither		2	Minimally
	4	Disagree		3	Useful
	5	Strongly disagree		4	Very useful
q24a1	6	DK/NA	q24e1	5	Extremely useful
	1	None		6	DK/NA
	2	1 to 2 days		1	None
	3	3 to 5 days		2	1 to 2 days
	4	6 to 10 days		3	3 to 5 days
	5	More than 10 days		4	6 to 10 days
q24a2	6	DK/NA	q24e2	5	More than 10 days
	1	Not at all		6	DK/NA
	2	Minimally		1	Not at all
	3	Useful		2	Minimally
	4	Very useful		3	Useful

	4	Very useful	q26a2b	1	No training
	5	Extremely useful		2	A small amount
	6	DK/NA		3	A moderate amount
q24f1	1	None		4	A lot
	2	1 to 2 days		5	DK/NA
	3	3 to 5 days	q26a3a	1	No training
	4	6 to 10 days		2	A small amount
	5	More than 10 days		3	A moderate amount
	6	DK/NA		4	A lot
q24f2	1	Not at all		5	DK/NA
	2	Minimally	q26a3b	1	No training
	3	Useful		2	A small amount
	4	Very useful		3	A moderate amount
	5	Extremely useful		4	A lot
	6	DK/NA		5	DK/NA
q24g1	1	None	q26a4a	1	No training
	2	1 to 2 days		2	A small amount
	3	3 to 5 days		3	A moderate amount
	4	6 to 10 days		4	A lot
	5	More than 10 days		5	DK/NA
	6	DK/NA	q26a4b	1	No training
q24g2	1	Not at all		2	A small amount
	2	Minimally		3	A moderate amount
	3	Useful		4	A lot
	4	Very useful		5	DK/NA
	5	Extremely useful	q26a5a	1	No training
	6	DK/NA		2	A small amount
q25	1	Yes		3	A moderate amount
	2	No		4	A lot
	3	Working on a certificate		5	DK/NA
	4	Have one & working on another	q26a5b	1	No training
	5	DK/NA		2	A small amount
q26a1a	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount		5	DK/NA
	4	A lot	q26a6a	1	No training
	5	DK/NA		2	A small amount
q26a1b	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount		5	DK/NA
	4	A lot	q26a6b	1	No training
	5	DK/NA		2	A small amount
q26a2a	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount		5	DK/NA
	4	A lot	q26a7a	1	No training
	5	DK/NA		2	A small amount

Variable Values

Value		Label			
q1	1	No contract experience		3	Sometimes
	2	Contracting Officer		4	Frequently
	3	Contract experience		5	Always
q2	1	Less than one year	q10a4	6	DK/NA
	2	1 - 2 years		1	Never
	3	3 - 5 years		2	Rarely
	4	6 - 10 years		3	Sometimes
q3	5	More than 10 years	q10a5	4	Frequently
	1	Not officially designated		5	Always
	2	Less than one year		6	DK/NA
	3	1 - 2 years		1	Never
	4	3 - 5 years		2	Rarely
q5	5	6 - 10 years	q10a6	3	Sometimes
	6	More than 10 years		4	Frequently
	1	Always		5	Always
	2	More than half the time		6	DK/NA
	3	About half the time		1	Never
	4	Less than half of the time		2	Rarely
q6	5	Never	q10a7	3	Sometimes
	6	DK		4	Frequently
	1	During pre-award		5	Always
	2	After award - near start		6	DK/NA
	3	After contract start		1	Never
q9	4	At end or termination	q10a8	2	Rarely
	5	Not sure		3	Sometimes
	1	1		4	Frequently
	2	2 or 3		5	Always
	3	4 or 5		6	DK/NA
q10a1	4	6 or more	q10a9	1	Never
	5	DK		2	Rarely
	1	Never		3	Sometimes
	2	Rarely		4	Frequently
	3	Sometimes		5	Always
	4	Frequently		6	DK/NA
q10a2	5	Always	q10a10	1	Never
	6	DK/NA		2	Rarely
	1	Never		3	Sometimes
	2	Rarely		4	Frequently
	3	Sometimes		5	Always
	4	Frequently		6	DK/NA
q10a3	5	Always	q10a11	1	Never
	6	DK/NA		2	Rarely
	1	Never		3	Sometimes
	2	Rarely		4	Frequently
				5	Always
				6	DK/NA
				1	Never

q10a12	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10a13	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b1	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b2	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b3	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b4	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b5	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b6	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b7	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b8	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b9	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b10	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b11	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b12	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never
q10b13	2	Rarely
	3	Sometimes
	4	Frequently
	5	Always
	6	DK/NA
	1	Never

q10b14	6	DK/NA	q11a2	5	Strongly disagree
	1	Never		6	DK/NA
	2	Rarely		1	Strongly agree
	3	Sometimes		2	Agree
	4	Frequently		3	Neither
	5	Always		4	Disagree
q10b15	6	DK/NA	q11a3	5	Strongly disagree
	1	Never		6	DK/NA
	2	Rarely		1	Strongly agree
	3	Sometimes		2	Agree
	4	Frequently		3	Neither
	5	Always		4	Disagree
q10b16	6	DK/NA	q11a4	5	Strongly disagree
	1	Never		6	DK/NA
	2	Rarely		1	Strongly agree
	3	Sometimes		2	Agree
	4	Frequently		3	Neither
	5	Always		4	Disagree
q10b17	6	DK/NA	q11a5	5	Strongly disagree
	1	Never		6	DK/NA
	2	Rarely		1	Strongly agree
	3	Sometimes		2	Agree
	4	Frequently		3	Neither
	5	Always		4	Disagree
q10b18	6	DK/NA	q11a6	5	Strongly disagree
	1	Never		6	DK/NA
	2	Rarely		1	Strongly agree
	3	Sometimes		2	Agree
	4	Frequently		3	Neither
	5	Always		4	Disagree
q10b19	6	DK/NA	q11a7	5	Strongly disagree
	1	Never		6	DK/NA
	2	Rarely		1	Strongly agree
	3	Sometimes		2	Agree
	4	Frequently		3	Neither
	5	Always		4	Disagree
q10b20	6	DK/NA	q11a8	5	Strongly disagree
	1	Never		6	DK/NA
	2	Rarely		1	Strongly agree
	3	Sometimes		2	Agree
	4	Frequently		3	Neither
	5	Always		4	Disagree
q11a1	6	DK/NA	q11a9	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree	3	Neither	

	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11a10	1	Strongly agree		6	DK/NA
	2	Agree	q11b6	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11a11	1	Strongly agree		6	DK/NA
	2	Agree	q11b7	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11a12	1	Strongly agree		6	DK/NA
	2	Agree	q11b8	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b1	1	Strongly agree		6	DK/NA
	2	Agree	q11b9	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b2	1	Strongly agree		6	DK/NA
	2	Agree	q11b10	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b3	1	Strongly agree		6	DK/NA
	2	Agree	q11b11	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b4	1	Strongly agree		6	DK/NA
	2	Agree	q11b12	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11b5	1	Strongly agree		6	DK/NA
	2	Agree	q11b13	1	Strongly agree

	2	Agree	q11c4	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11b14	6	DK/NA		5	Strongly disagree
	1	Strongly agree	q11c5	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11b15	6	DK/NA		5	Strongly disagree
	1	Strongly agree	q11c6	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11b16	6	DK/NA		5	Strongly disagree
	1	Strongly agree	q11c7	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11b17	6	DK/NA		5	Strongly disagree
	1	Strongly agree	q11c8	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11c1	6	DK/NA		5	Strongly disagree
	1	Strongly agree	q11c9	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11c2	6	DK/NA		5	Strongly disagree
	1	Strongly agree	q11c10	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11c3	6	DK/NA		5	Strongly disagree
	1	Strongly agree	q11c11	6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree



q11d1	6	DK/NA	q11e4	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d2	6	DK/NA	q11e5	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d3	6	DK/NA	q11e6	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d4	6	DK/NA	q11e7	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11d5	6	DK/NA	q11e8	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e1	6	DK/NA	q11e9	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e2	6	DK/NA	q11e10	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
q11e3	6	DK/NA	q11e11	5	Strongly disagree
	1	Strongly agree		6	DK/NA
	2	Agree		1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither

	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q11e12	1	Strongly agree		6	DK/NA
	2	Agree	q12	1	Yes
	3	Neither		2	No
	4	Disagree		3	DK
	5	Strongly disagree	q13a1	1	Yes
	6	DK/NA		2	No
q11f1	1	Strongly agree	q13a2	1	Not at all effective
	2	Agree		2	Minimally effective
	3	Neither		3	Somewhat effective
	4	Disagree		4	Very effective
	5	Strongly disagree		5	Extremely effective
	6	DK/NA		6	DK/NA
q11f2	1	Strongly agree	q13b1	1	Yes
	2	Agree		2	No
	3	Neither	q13b2	1	Not at all effective
	4	Disagree		2	Minimally effective
	5	Strongly disagree		3	Somewhat effective
	6	DK/NA		4	Very effective
q11f3	1	Strongly agree		5	Extremely effective
	2	Agree		6	DK/NA
	3	Neither	q13c1	1	Yes
	4	Disagree		2	No
	5	Strongly disagree	q13c2	1	Not at all effective
	6	DK/NA		2	Minimally effective
q11f4	1	Strongly agree		3	Somewhat effective
	2	Agree		4	Very effective
	3	Neither		5	Extremely effective
	4	Disagree		6	DK/NA
	5	Strongly disagree	q13d1	1	Yes
	6	DK/NA		2	No
q11f5	1	Strongly agree	q13d2	1	Not at all effective
	2	Agree		2	Minimally effective
	3	Neither		3	Somewhat effective
	4	Disagree		4	Very effective
	5	Strongly disagree		5	Extremely effective
	6	DK/NA		6	DK/NA
q11f6	1	Strongly agree	q13e1	1	Yes
	2	Agree		2	No
	3	Neither	q13e2	1	Not at all effective
	4	Disagree		2	Minimally effective
	5	Strongly disagree		3	Somewhat effective
	6	DK/NA		4	Very effective
q11f7	1	Strongly agree		5	Extremely effective
	2	Agree		6	DK/NA

q13f1	1	Yes		6	DK/NA	
	2	No		q13l1	1	Yes
q13f2	1	Not at all effective		2	No	
	2	Minimally effective		q13l2	1	Not at all effective
	3	Somewhat effective		2	Minimally effective	
	4	Very effective		3	Somewhat effective	
	5	Extremely effective		4	Very effective	
	6	DK/NA		5	Extremely effective	
q13g1	1	Yes		6	DK/NA	
	2	No		q13m1	1	Yes
q13g2	1	Not at all effective		2	No	
	2	Minimally effective		q13m2	1	Not at all effective
	3	Somewhat effective		2	Minimally effective	
	4	Very effective		3	Somewhat effective	
	5	Extremely effective		4	Very effective	
	6	DK/NA		5	Extremely effective	
q13h1	1	Yes		6	DK/NA	
	2	No		q14	1	Not at all successful
q13h2	1	Not at all effective		2	Minimally successful	
	2	Minimally effective		3	Successful	
	3	Somewhat effective		4	Very successful	
	4	Very effective		5	Extremely successful	
	5	Extremely effective		q15	1	Strongly agree
	6	DK/NA		2	Agree	
q13i1	1	Yes		3	Neither	
	2	No		4	Disagree	
q13i2	1	Not at all effective		5	Strongly disagree	
	2	Minimally effective		q18	1	\$0 to \$25,000
	3	Somewhat effective		2	\$25,001 to \$100,000	
	4	Very effective		3	\$100,001 to \$1 million	
	5	Extremely effective		4	\$1 million to \$5 million	
	6	DK/NA		5	\$5 million to \$100 million	
q13j1	1	Yes		6	\$100 million and above	
	2	No		7	Don't know	
q13j2	1	Not at all effective		q19	1	Less than 1 year
	2	Minimally effective		2	Up to 2 years	
	3	Somewhat effective		3	Up to 3 years	
	4	Very effective		4	Up to 4 years	
	5	Extremely effective		5	Up to 5 years	
	6	DK/NA		6	More than 5 years	
q13k1	1	Yes		q21a	1	Strongly agree
	2	No		2	Agree	
q13k2	1	Not at all effective		3	Neither	
	2	Minimally effective		4	Disagree	
	3	Somewhat effective		5	Strongly disagree	
	4	Very effective		6	DK/NA	
	5	Extremely effective		q21b	1	Strongly agree

	2	Agree		q22b	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21c	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22c	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21d	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22d	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21e	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22e	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21f	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22f	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21g	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q22g	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q21h	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q23a	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
q22a	6	DK/NA			5	Strongly disagree
	1	Strongly agree		q23b	6	DK/NA
	2	Agree			1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree

q23c	6	DK/NA	q24b1	5	Extremely useful
	1	Strongly agree		6	DK/NA
	2	Agree		1	None
	3	Neither		2	1 to 2 days
	4	Disagree		3	3 to 5 days
	5	Strongly disagree		4	6 to 10 days
q23d	6	DK/NA	q24b2	5	More than 10 days
	1	Strongly agree		6	DK/NA
	2	Agree		1	Not at all
	3	Neither		2	Minimally
	4	Disagree		3	Useful
	5	Strongly disagree		4	Very useful
q23e	6	DK/NA	q24c1	5	Extremely useful
	1	Strongly agree		6	DK/NA
	2	Agree		1	None
	3	Neither		2	1 to 2 days
	4	Disagree		3	3 to 5 days
	5	Strongly disagree		4	6 to 10 days
q23f	6	DK/NA	q24c2	5	More than 10 days
	1	Strongly agree		6	DK/NA
	2	Agree		1	Not at all
	3	Neither		2	Minimally
	4	Disagree		3	Useful
	5	Strongly disagree		4	Very useful
q23g	6	DK/NA	q24d1	5	Extremely useful
	1	Strongly agree		6	DK/NA
	2	Agree		1	None
	3	Neither		2	1 to 2 days
	4	Disagree		3	3 to 5 days
	5	Strongly disagree		4	6 to 10 days
q23h	6	DK/NA	q24d2	5	More than 10 days
	1	Strongly agree		6	DK/NA
	2	Agree		1	Not at all
	3	Neither		2	Minimally
	4	Disagree		3	Useful
	5	Strongly disagree		4	Very useful
q24a1	6	DK/NA	q24e1	5	Extremely useful
	1	None		6	DK/NA
	2	1 to 2 days		1	None
	3	3 to 5 days		2	1 to 2 days
	4	6 to 10 days		3	3 to 5 days
	5	More than 10 days		4	6 to 10 days
q24a2	6	DK/NA	q24e2	5	More than 10 days
	1	Not at all		6	DK/NA
	2	Minimally		1	Not at all
	3	Useful		2	Minimally
	4	Very useful	3	Useful	

	4	Very useful	q26a2b	1	No training
	5	Extremely useful		2	A small amount
	6	DK/NA		3	A moderate amount
q24f1	1	None		4	A lot
	2	1 to 2 days		5	DK/NA
	3	3 to 5 days	q26a3a	1	No training
	4	6 to 10 days		2	A small amount
	5	More than 10 days		3	A moderate amount
	6	DK/NA		4	A lot
q24f2	1	Not at all		5	DK/NA
	2	Minimally	q26a3b	1	No training
	3	Useful		2	A small amount
	4	Very useful		3	A moderate amount
	5	Extremely useful		4	A lot
	6	DK/NA		5	DK/NA
q24g1	1	None	q26a4a	1	No training
	2	1 to 2 days		2	A small amount
	3	3 to 5 days		3	A moderate amount
	4	6 to 10 days		4	A lot
	5	More than 10 days		5	DK/NA
	6	DK/NA	q26a4b	1	No training
q24g2	1	Not at all		2	A small amount
	2	Minimally		3	A moderate amount
	3	Useful		4	A lot
	4	Very useful		5	DK/NA
	5	Extremely useful	q26a5a	1	No training
	6	DK/NA		2	A small amount
q25	1	Yes		3	A moderate amount
	2	No		4	A lot
	3	Working on a certificate		5	DK/NA
	4	Have one & working on another	q26a5b	1	No training
	5	DK/NA		2	A small amount
q26a1a	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount		5	DK/NA
	4	A lot	q26a6a	1	No training
	5	DK/NA		2	A small amount
q26a1b	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount		5	DK/NA
	4	A lot	q26a6b	1	No training
	5	DK/NA		2	A small amount
q26a2a	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount		5	DK/NA
	4	A lot	q26a7a	1	No training
	5	DK/NA		2	A small amount

	3	A moderate amount		5	DK/NA
	4	A lot	q26b1a	1	No training
q26a7b	5	DK/NA		2	A small amount
	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount		5	DK/NA
q26a8a	4	A lot	q26b1b	1	No training
	5	DK/NA		2	A small amount
	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount	q26b2a	5	DK/NA
q26a8b	4	A lot		1	No training
	5	DK/NA		2	A small amount
	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount	q26b2b	5	DK/NA
q26a9a	4	A lot		1	No training
	5	DK/NA		2	A small amount
	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount	q26b3a	5	DK/NA
q26a9b	4	A lot		1	No training
	5	DK/NA		2	A small amount
	1	No training		3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount	q26b3b	5	DK/NA
q26a10a	4	A lot		1	No training
	5	DK/NA		2	A small amount
	1	No training		3	A moderate amount
	2	A small amount	q26b4a	4	A lot
q26a10b	3	A moderate amount		5	DK/NA
	4	A lot		1	No training
	5	DK/NA		2	A small amount
	1	No training	q26b4b	3	A moderate amount
	2	A small amount		4	A lot
	3	A moderate amount		5	DK/NA
q26a11a	4	A lot	q26b5a	1	No training
	5	DK/NA		2	A small amount
	1	No training		3	A moderate amount
	2	A small amount		4	A lot
q26a11b	3	A moderate amount		5	DK/NA
	4	A lot	q26b5b	1	No training

	2	A small amount	q31	1	Strongly agree
	3	A moderate amount		2	Agree
	4	A lot		3	Neither
	5	DK/NA		4	Disagree
q26b6a	1	No training		5	Strongly disagree
	2	A small amount		6	DK/NA
	3	A moderate amount	q32	1	Strongly agree
	4	A lot		2	Agree
	5	DK/NA		3	Neither
q26b6b	1	No training		4	Disagree
	2	A small amount		5	Strongly disagree
	3	A moderate amount		6	DK/NA
	4	A lot	q33	1	Strongly agree
	5	DK/NA		2	Agree
q26b7a	1	No training		3	Neither
	2	A small amount		4	Disagree
	3	A moderate amount		5	Strongly disagree
	4	A lot		6	DK/NA
	5	DK/NA	q34	1	Admin - specialized
q26b7b	1	No training		2	Admin - general
	2	A small amount		3	Prof - engin/scien
	3	A moderate amount		4	Prof - other
	4	A lot		5	Tech - computer
	5	DK/NA		6	Tech - other
q27	1	1 - 25%		7	Support (cler/maint)
	2	26 - 50%		8	Support - other
	3	51 - 75%		9	Other
	4	76 - 100%	q36	1	Federal Wage System
	5	DK		2	GS - General Schedule
q28	1	Strongly agree		3	GM/GG - similar to GS
	2	Agree		4	BB - Nonsup - Negot pay
	3	Neither		5	DB/DR/ND-Demo Engin/Sci
	4	Disagree		6	DP - Demo Proj Prof
	5	Strongly disagree		7	FO - Foreign Service Officer
	6	DK/NA		8	FP - Foreign Service
q29	1	Strongly agree		9	IRS Broadband class/pay
	2	Agree		10	NH - DOD Acq Demo Prof
	3	Neither		11	NT - Demo Admin or Tech
	4	Disagree		12	VM - VA medical/dental
	5	Strongly disagree		13	VN - VA nursing
	6	DK/NA		14	Other: Please specify
q30	1	Strongly agree		15	DK
	2	Agree	q37	1	Less than \$22,000
	3	Neither		2	\$22,001 to \$33,000
	4	Disagree		3	\$33,001 to \$57,000
	5	Strongly disagree		4	\$57,001 to \$79,000
	6	DK/NA		5	\$79,001 to \$100,000



q38	6	More than \$100,000	q44	11	HHS	
	1	1 - 4		12	SSA	
	2	5 - 8		13	Transportation	
	3	9 - 12		14	Other	
	4	13 - 15		1	HQ	
	5	SES or over 15		2	Region	
q39	6	DK		q45	3	Field
	1	Less than HS			1	Less than 5 years
	2	HS cert/equiv			2	5 - 10 years
	3	HS grad			3	11 - 15 years
	4	Tech/bus school grad			4	16 - 20 years
	5	Some college			5	21 - 25 years
	6	Associate's degree			6	26 - 30 years
	7	Bachelor's degree		7	Over 30 years	
q40	8	Master's degree	q46	1	Nonsupervisor	
	9	Ph.D.or similar		2	Team Leader	
	1	Less than 5 years		3	Supervisor	
	2	5 - 10 years		4	Manager	
	3	11 - 15 years		5	Executive	
	4	16 - 20 years				
	5	21 - 25 years				
q41	6	26 - 30 years				
	7	Over 30 years				
	1	Never				
	2	Less than 5 years				
	3	5 - 10 years				
	4	11 - 15 years				
	5	16 - 20 years				
	6	21 - 25 years				
q42	7	26 - 30 years				
	8	Over 30 years				
	1	Can retire now				
	2	1 - 3 years				
	3	4 - 6 years				
	4	7 - 10 years				
q43	5	11 - 15 years				
	6	Over 15 years				
	1	Army				
	2	Navy				
	3	Defense (indep.)				
	4	Energy				
	5	GSA				
	6	NASA				
	7	VA				
	8	Treasury				
9	State					
10	EPA					



U.S. Merit Systems Protection Board  
Survey of  
Contracting Officer Representatives and  
Contracting Officer Technical Representatives

Dear Contracting Officer Representative or Contracting Officer Technical Representative;

Because contracting is a significant mechanism for accomplishing the Federal Government's work, it is important for managers and policymakers to understand more about the Federal employees involved in contracting activities. The U.S. Merit Systems Protection Board is conducting a survey of Federal program and technical employees who are involved in contracting activities. We will share the summary results with policymakers in the executive branch, including the agencies; with Congress and with practitioners in the agencies. By participating in the survey *you* can impact Federal contracting and human resources management policies, practices, and outcomes, particularly those that involve your ability to carry out your contracting activities.

This survey is intended for employees who function as contracting officer representatives (COR's) or contracting officer technical representatives (COTR's), although in your agency the titles may differ somewhat. We want to know about your background, training, and your contract-related activities and experiences. This survey is a very important part of the information gathering phase of our study. The results of the survey will be aggregated and included in our final report.

You have been randomly selected to participate in this survey. Your responses **will remain confidential**, so DO NOT put your name on any part of the survey. The survey takes about 40 minutes to complete. Please answer the questions carefully and thoughtfully based on your own experiences and according to the instructions provided.

Please complete the survey and return it within 10 days in the envelope provided. We'd appreciate the return of uncompleted surveys so that we can accurately compute return and response rates. Additional information about the survey and the study can be found at [www.mspb.gov/studies/corstudy](http://www.mspb.gov/studies/corstudy). If you have further questions or comments about the survey please contact the project manager, Dr. Dee Ann Batten, at [corsurvey@mspb.gov](mailto:corsurvey@mspb.gov).

Thank you for your participation.

Steve Nelson, Director  
Office of Policy and Evaluation



DO NOT WRITE IN THIS AREA

## Survey Instructions and Definitions:

Unless specified, use the following definitions and guidance in responding to the survey:

- Answer the questions in terms of *your direct experience*.
- **Organization** refers to your immediate work unit up through your office or division level.
- Except for questions about the length of your contracting experience, answer the survey questions based on your *experience in the last 2 years*.
- **Contracting** refers to items or services purchased that are *above \$25,000*.
- **Contract-related activities** include any work or activities *you do* that relate directly or indirectly to work done by contractors in your organization.
- **COR** stands for contracting officer representative.
- **COTR** stands for contracting officer technical representative.
- **CO or Contracting Officer** refers to a person who has a warrant to purchase goods or services for the Government.

## Part I: Should you complete the survey?

1. What type of contract-related experience do you have? (Select one response.)

- I have no contract-related experience.  
*We appreciate your cooperation. Please mail back the uncompleted survey in the envelope provided.*
- I am a contracting officer (hold a warrant as CO).  
*Please go to page 14 of the survey and answer questions 34 to 45.*
- I have experience in contract-related activities, but I am not a contracting officer.  
*Please continue with Part II below.*

## Part II: Your general contract-related experience

2. For how many years have you been doing contract-related activities on a formal or informal basis? (Select one response.)

- Less than one year
- 1 - 2 years
- 3 - 5 years
- 6 - 10 years
- More than 10 years

3. For how many years have you been a contracting officer representative or contracting officer technical representative? (Select one response.)

- Not yet been officially designated COR or COTR
- Less than one year
- 1 - 2 years
- 3 - 5 years
- 6 - 10 years
- More than 10 years

4. In general, how were you selected to perform contract-related activities? (Select all that apply.)

- Based on technical work or technical qualifications
- Based on program responsibilities
- Based on knowledge of contracting
- Based on availability
- Volunteered
- Don't know
- Other (please specify): \_\_\_\_\_

5. In the last 2 years, how often have your responsibilities as a COR or COTR been formally delegated to you in a letter of delegation or other written means? (Select one best response.)

- Always
- Not always, but more than half of the time
- About half the time
- Not never, but less than half of the time
- Never
- Don't know

6. In what phase of the contracting process have you usually first become involved in the contracts on which you have typically worked? (Select one response.)
- During the pre-award phase
  - After the contract award but near the contract starting date
  - After the contract started
  - When the contract was ending or being terminated
  - Not sure
7. If you have become involved with contracts after they have started, what were the reasons for the timing of your involvement? (Select all that apply.)
- This is the normal practice for assigning COR's or COTR's in my agency
  - The original COR or COTR left the organization or the position
  - The original COR or COTR was not performing his or her duties
  - There was a particular need for my expertise
  - There was a particular problem with the contract
  - Don't know
  - Not applicable
  - Other (please specify): \_\_\_\_\_

8. Please select the level at which you usually perform your contracting activities. (Select all that apply.)
- Oversee only individual task orders or delivery orders
  - Oversee multiple task orders or delivery orders
  - Provide overall technical oversight
  - Provide overall administrative oversight
  - Supervise one or more Federal employees doing any of the above work
  - Don't know
9. In general, how many contracts do you typically work on at the same time? (Select one response.)
- 1
  - 2 or 3
  - 4 or 5
  - 6 or more
  - Don't know

con't. ↗

con't. ↗

### Part III: Your specific contract-related experience

10. When working on contract-related activities, what is the frequency with which you do the following tasks?

**Contract-related tasks**

**A. Pre-award phase:**

1. Recommend or decide what specific work is to be contracted .....
2. Establish requirements, prepare requirements documents, write statements of work (SOW's) .....
3. Conduct market research to define requirements or to find possible contractors .....
4. Assess contractor past performance .....
5. Help determine contract method and/or type .....
6. Define contract objectives and incentives .....
7. Forecast budget or funding needs, recommend funding actions .....
8. Conduct cost-benefit analyses .....
9. Estimate costs, calculate initial Government's cost estimate .....
10. Develop and/or apply proposal review criteria .....

FREQUENCY OF DOING TASK					
Never	Rarely	Sometimes	Frequently	Always	Don't know or not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

Please continue on the next page.



11. Please rate your agreement or disagreement of the extent to which the following factors actually impact your ability to effectively perform your contract-related tasks:

**Factors that impact your contract-related activities**

**A. Factors related to you:**

1. I have enough time to devote to contract-related work .....
2. I have the necessary contracting expertise or training to perform my contract-related activities .....
3. I have the necessary technical or functional expertise to perform my contract-related activities .....
4. I have the necessary organizational skills to perform my contract-related activities .....
5. I have the necessary ability to handle details to perform my contract-related activities .....
6. I have the necessary communication skills to perform my contract-related activities .....
7. I have the necessary interpersonal skills to perform my contract-related activities .....
8. I have the necessary flexibility and creativity to perform my contract-related activities .....
9. I am able to perform my contract-related activities in accord with public service and contract ethics .....
10. My work location in relation to where the contract work is performed facilitates my ability to perform my contract-related activities .....
11. I have the authority to do what I need to do to perform my contract-related activities .....
12. Other (please specify): \_\_\_\_\_

AGREEMENT					
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**B. Factors related to agency management:**

1. My supervisor provides the support I need .....
2. Higher level managers provide the support I need .....
3. Agency executives provide the support I need .....
4. Informal connections between the contractor and my agency or agency leadership facilitate my job .....
5. My agency's selection of work to be contracted is appropriate .....
6. My agency has functional and effective mechanisms for holding contractors accountable .....

1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**Factors that impact your contract-related activities (continued)**

**B. Factors related to agency management (continued):**

- 7. My agency managers are decisive and consistent about what the contractor is required to do .....
- 8. Actions of my supervisor, higher-level managers and executives are in accord with public service and contracting ethics .....
- 9. My agency's requirements for work to be performed are clearly stated .....
- 10. My agency selected a contractor with past or known performance problems .....
- 11. My agency's organizational structure facilitates my job .....
- 12. The culture of my agency facilitates my job .....
- 13. My agency has the necessary funds available to pay for contracting work .....
- 14. My agency approves, allocates and releases funds for contracts in a timely way .....
- 15. My agency's ability to identify and measure our mission requirements facilitates my job .....
- 16. My interpersonal relationship with my supervisor, managers, or executives facilitates my job .....
- 17. Other (please specify): .....

AGREEMENT					
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**C. Factors related to the Contracting Officer (CO):**

- 1. The CO is available to me when I need him or her .....
- 2. The CO is responsive to me when I need him or her .....
- 3. The CO takes action when necessary .....
- 4. The CO has necessary contracting skills and knowledge .....
- 5. The CO has necessary technical knowledge to understand requirements .....
- 6. The CO actions are in accord with public service and contracting ethics .....
- 7. The CO has good organizational skills .....
- 8. The CO has good communication skills .....
- 9. The CO has good customer service skills .....
- 10. My relationship with the CO facilitates my job .....
- 11. Other (please specify): .....

1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**Factors that impact your contract-related activities (continued)**

**D. Factors related to Federal employees you work with on contract-related issues other than the CO, or your supervisors/managers:**

1. Other Federal employees have the necessary skills and knowledge to perform their contract-related work .....
2. Other Federal employees are available when they are needed to perform contract-related work .....
3. There is a Federal employee available that I could go to with contract-related questions .....
4. Other Federal employees' actions are in accord with public service and contracting ethics .....
5. Other (please specify): .....

AGREEMENT					
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**E. Factors related to the contractor or contractor employees:**

1. Contractor employees have necessary skills and abilities .....
2. Contractor employees show necessary creativity .....
3. Contractor employees show necessary initiative .....
4. Contractor employees have good work habits .....
5. Contractor supervises their own employees well .....
6. Contractor employees have positive impact on my work environment .....
7. Contractor employees follow through .....
8. Contractor employees' actions are in accord with contracting ethics .....
9. Contractor employees are available to work and/or respond to me when necessary .....
10. Contractor employees communicate well .....
11. Contractor employees conduct themselves appropriately in the workplace .....
12. Other (please specify): .....

1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**F. Factors related to contracting laws, regulations and systems:**

1. The legal and regulatory systems for contracting are appropriate and effective .....
2. The administrative and operational requirements of contracting are appropriate and effective .....

1	2	3	4	5	6
1	2	3	4	5	6



**Factors that impact you contract-related activities (continued)**

**F. Factors related to contracting laws, regulations and systems:**

- 3. The rules and regulations for selecting what is to be contracted are effective .....
- 4. The mechanisms available to inspect deliverables and services are effective .....
- 5. The mechanisms available to hold contractors accountable are effective .....
- 6. There are enough contractors available to do the work we need done .....
- 7. Other (please specify): .....

AGREEMENT					
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**12. In the last two years, have you had problems or challenges with a contract or in performing your contract-related duties?**

- Yes, go on to the next question
- No, go to question 14
- Don't know, go to question 14

**13. Mark the actions you have taken when confronted with a contract-related problem or challenge; and for the actions you have taken, mark how effective they have been in resolving the problem:**

**Possible actions**

- a. Discussed problem with contractor .....
- b. Discussed problem with Contracting Officer .....
- c. Discussed problem with my supervisor .....
- d. Discussed problem with higher level managers .....
- e. Provided documentation to the Contracting Officer .....
- f. Provided documentation to my supervisor or higher level managers .....
- g. Rejected deliverable or service .....
- h. Rejected or suspended payment on deliverable or service .....
- i. Prevented contract employee from entering the workplace .....
- j. Contacted legal authorities about contractor behavior .....
- k. Reported problem to Inspector General .....
- l. Recommended termination of the contract .....
- m. Other (please specify): .....

Took this action		Effectiveness of action					
Yes	No	Not at all effective	Minimally effective	Somewhat effective	Very effective	Extremely effective	Don't know or not applicable
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6
Y	N	1	2	3	4	5	6

14. All things considered, how successful are you in carrying out your contract-related activities?

- Not at all successful
- Minimally successful
- Successful
- Very successful
- Extremely successful

15. All things considered, I am able to do my part to hold the contractor accountable for providing required deliverables and services.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Part IV: The contracts you typically work on**

16. What kinds of goods or services are being purchased on the contract(s) on which you typically work? (Select all that apply.)

- Commercial items
- Commercial items with modifications
- Support services (e.g., personnel, finance, or other administrative)
- Support services (e.g., facilities operations, utilities, environmental)
  
- Professional management services or consulting
- Technical analytical services
- Major end items such as weapon systems
- Technology hardware or systems
  
- Technology software
- Research and development
- Construction or construction services
- Other (please specify): \_\_\_\_\_

17. What kinds of pricing arrangements are used for the contract(s) on which you typically work? (Select all that apply.)

- Fixed price
- Cost reimbursable
- Time and material and/or labor hours
- Indefinite deliver/indefinite quantity (IDIQ)
- Interagency agreement
- Performance based
- Don't know, not sure
- Other (please specify): \_\_\_\_\_

18. How much money is generally involved in the contracts on which you typically work? (Select one response.)

- \$0 to \$25,000
- \$25,001 to \$100,000
- \$100,001 to \$1 million
- \$1 million to \$5 million
- \$5 million to \$100 million
- \$100 million and above
- Don't know

19. Over how many years are the typical contracts you work on originally intended to go, including all optional years? (Select one response.)

- Less than 1 year
- Up to 2 years
- Up to 3 years
- Up to 4 years
- Up to 5 years
- More than 5 years

20. Which of the following categories apply to the contractors with which you typically work? (Select all that apply.)

- Large businesses
- Small businesses
- Minority owned businesses
- Woman owned businesses
- Historically Underutilized Business (HUBzone)
- Other (please specify): \_\_\_\_\_
- Don't know

cont. ↘

cont. ↙

21. Rate the contract(s) on which you typically work in terms of the following descriptors:

**Contract descriptors**

- a. Significant .....
- b. Visible .....
- c. Expensive .....
- d. Complex .....
- e. Political .....
- f. Legally mandated .....
- g. Technical .....
- h. Successful .....

	AGREEMENT					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
a. Significant	1	2	3	4	5	6
b. Visible	1	2	3	4	5	6
c. Expensive	1	2	3	4	5	6
d. Complex	1	2	3	4	5	6
e. Political	1	2	3	4	5	6
f. Legally mandated	1	2	3	4	5	6
g. Technical	1	2	3	4	5	6
h. Successful	1	2	3	4	5	6

Please continue on the next page.

22. Rate your agreement with each of the following statements about the outcomes of the contract(s) on which you typically work:

**Contract outcomes**

- a. Deliverables or services were completed on time .....
- b. Deliverables or services were of high quality .....
- c. Deliverables or services were complete when submitted .....
- d. Deliverables or services contributed to the agency mission .....
- e. Cost of deliverables or services was fair and reasonable .....
- f. The contract resulted in good value .....
- g. Other (please specify): \_\_\_\_\_

AGREEMENT					
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**Part V: Your training and organizational support for performing contract-related activities**

23. Rate your agreement or disagreement with the following general statements about your training:

**Contract outcomes**

- a. I have enough training in contract-related issues to do my contract-related activities .....
- b. I have enough training in my technical or functional area to do my contract-related activities .....
- c. I have more contract-related training than I need .....
- d. I have more technical or functional training than I need .....
- e. I am able to maintain my proficiency in contract-related issues .....
- f. I am able to maintain my proficiency in my technical or functional area .....
- g. My agency ensures I get the training I need in contract-related issues .....
- h. My agency ensures I get the training I need in my technical or functional area .....

AGREEMENT					
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

24. Amount and usefulness of contract-related training:

- How much of the following kinds or types of training have you had?

AND

- How useful was the training to you?

Types of training

- a. Formal vendor-provided classroom training .....
- b. Formal agency-provided classroom training .....
- c. Computer-based or other technology based training .....
- d. Self-paced learning .....
- e. On-the-job training or experience .....
- f. Seminars, workshops, or conferences .....
- g. Other (please specify): \_\_\_\_\_ .....

Amount of training					
None	1 to 2 days	3 to 5 days	6 to 10 days	More than 10 days	Don't know or not applicable
①	②	③	④	⑤	⑥
①	②	③	④	⑤	⑥
①	②	③	④	⑤	⑥
①	②	③	④	⑤	⑥
①	②	③	④	⑤	⑥
①	②	③	④	⑤	⑥
①	②	③	④	⑤	⑥

Usefulness of training				
Not at all useful	Minimally useful	Useful	Very useful	Extremely useful
①	②	③	④	⑤
①	②	③	④	⑤
①	②	③	④	⑤
①	②	③	④	⑤
①	②	③	④	⑤
①	②	③	④	⑤
①	②	③	④	⑤

25. Are you certified in any contracting, purchasing, or management related discipline that directly applies to your contract activities? (Select one response.)

- Yes
- No
- Working on a certificate
- Have a certificate and working on another certificate
- Don't know or not applicable

26. For each of the following skills or topics please rate the following:

- How much training you have had.

AND

- How much additional training you need in this area to effectively perform your contract-related activities.

**Specific Training**

**A. Contract-related skills and topics**

1. Contracting law and regulations, including rules of competition and method and type of contracting .....
2. Government "agency," including the limitations and requirements of representing the government, "implied agency" and communications with contractors.....
3. Ethics of contracting, including conflicts of interest and security of information .....
4. Development of requirements, including what work is to be contracted, specifying requirements, conducting market research, and preparing requirements documents and statements of work (SOW's).....
5. Requesting/assessing bids and proposals, including preparing solicitations, developing contract incentives and objectives, developing criteria for evaluating proposals, evaluating proposals, and assessing contractor past performance .....
6. Price and cost determinations, including establishing the Government's initial cost estimate, and determining prices and fees ....
7. Monitoring contractor performance, including providing technical guidance, assessing quality and timeliness, and making scope determinations, etc. ....
8. Processing contracting actions, including task orders, invoices, change actions, modifications, ratification, etc. ....
9. Documentation, including tracking orders, deliverables, timesheets, and other record keeping.....
10. Contract close-out, terminations, and appeals and protests .....
11. Other (please specify): .....

	Amount of training received					Amount of training needed				
	No training	A small amount	A moderate amount	A lot	Don't know or not applicable	No training	A small amount	A moderate amount	A lot	Don't know or not applicable
1. Contracting law and regulations, including rules of competition and method and type of contracting .....	1	2	3	4	5	1	2	3	4	5
2. Government "agency," including the limitations and requirements of representing the government, "implied agency" and communications with contractors.....	1	2	3	4	5	1	2	3	4	5
3. Ethics of contracting, including conflicts of interest and security of information .....	1	2	3	4	5	1	2	3	4	5
4. Development of requirements, including what work is to be contracted, specifying requirements, conducting market research, and preparing requirements documents and statements of work (SOW's).....	1	2	3	4	5	1	2	3	4	5
5. Requesting/assessing bids and proposals, including preparing solicitations, developing contract incentives and objectives, developing criteria for evaluating proposals, evaluating proposals, and assessing contractor past performance .....	1	2	3	4	5	1	2	3	4	5
6. Price and cost determinations, including establishing the Government's initial cost estimate, and determining prices and fees ....	1	2	3	4	5	1	2	3	4	5
7. Monitoring contractor performance, including providing technical guidance, assessing quality and timeliness, and making scope determinations, etc. ....	1	2	3	4	5	1	2	3	4	5
8. Processing contracting actions, including task orders, invoices, change actions, modifications, ratification, etc. ....	1	2	3	4	5	1	2	3	4	5
9. Documentation, including tracking orders, deliverables, timesheets, and other record keeping.....	1	2	3	4	5	1	2	3	4	5
10. Contract close-out, terminations, and appeals and protests .....	1	2	3	4	5	1	2	3	4	5
11. Other (please specify): .....	1	2	3	4	5	1	2	3	4	5

**Specific Training (continued)**

**B. Other skills and competencies**

1. Technical knowledge and skill, including proficiency in your field or functional area, and knowledge of the latest developments in your field .....
2. Oral and written communication to convey facts and ideas, prepare official documents, etc. ...
3. Interpersonal skills, including leading and motivating others, and encouraging diversity and respect for others .....
4. Organizational skills, including multitasking, setting priorities, balancing competing demands, and keeping records .....
5. Adaptability, flexibility, resilience, change management, stress management, etc. ....
6. Technological skill to learn and use software and equipment in the performance of duties ..
7. Other (please specify): \_\_\_\_\_ ...

	Amount of training received					Amount of training needed				
	No training or experience	A small amount	A moderate amount	A lot	Don't know or not applicable	No training or experience	A small amount	A moderate amount	A lot	Don't know or not applicable
1. Technical knowledge and skill, including proficiency in your field or functional area, and knowledge of the latest developments in your field .....	1	2	3	4	5	1	2	3	4	5
2. Oral and written communication to convey facts and ideas, prepare official documents, etc. ...	1	2	3	4	5	1	2	3	4	5
3. Interpersonal skills, including leading and motivating others, and encouraging diversity and respect for others .....	1	2	3	4	5	1	2	3	4	5
4. Organizational skills, including multitasking, setting priorities, balancing competing demands, and keeping records .....	1	2	3	4	5	1	2	3	4	5
5. Adaptability, flexibility, resilience, change management, stress management, etc. ....	1	2	3	4	5	1	2	3	4	5
6. Technological skill to learn and use software and equipment in the performance of duties ..	1	2	3	4	5	1	2	3	4	5
7. Other (please specify): _____ ...	1	2	3	4	5	1	2	3	4	5

**Part VI: The relationship between your contract-related activities, your primary job responsibilities, and your future career plans**

27. About what proportion of your time at work do you spend on contract-related activities?

(Select one response.)

- 1 - 25%
- 26 - 50%
- 51 - 75%
- 76 - 100%
- Don't know

For the next several questions, please rate your level of agreement or disagreement with each statement using the following scale:

28. My contract-related activities are important to my overall success on the job .....
29. I am rated on or otherwise held accountable for the performance of my contract-related activities .....
30. My contract-related activities increase my satisfaction with my job ...

	AGREEMENT					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
28. My contract-related activities are important to my overall success on the job .....	1	2	3	4	5	6
29. I am rated on or otherwise held accountable for the performance of my contract-related activities .....	1	2	3	4	5	6
30. My contract-related activities increase my satisfaction with my job ...	1	2	3	4	5	6

Please continue on the next page.

- 31. If my contract-related activities became a larger part of my job, and my grade and pay remained the same, I would want to remain in my current position .....
- 32. If my contract-related activities became a larger part of my job, and my grade and pay increased, I would want to take the new job at the higher grade level .....
- 33. My contract-related activities make me want to remain in the civil service after I am eligible to retire .....

AGREEMENT					
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know or not applicable
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

**Part VII: Demographics:**

34. What is your occupational category? (Select one response.)

- Administrative - specialized (e.g. finance and HR mgt.)
- Administrative - general or management
- Professional - engineering or scientific
- Professional - other
- Technical - computer related
- Technical - other
- Support (clerical or maintenance)
- Support - other
- Other (please specify): \_\_\_\_\_

35. What is your current occupational series - for example, program analyst 0343, engineers 0800. (If you do not know, mark all zeros 0000.)

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

36. What is your current pay plan?

- Federal Wage System
- GS - General Schedule
- GM or GG - similar to GS
- BB - Nonsupervisor - Negotiated pay
- DB or DR or ND - Demonstration Project Engineers or Scientists
- DP - Demonstration Project Professional
- FO - Foreign Service Officer
- FP - Foreign Service Personnel
- IR - IRS Broadband classification and pay
- NH - DOD Acquisition Demonstration project Professional
- NT - Demonstration project Administrative or Technical
- VM - Veterans Affairs medical and dental
- VN - Veterans Affairs nursing
- Other plan or code: Please specify below:  
\_\_\_\_\_
- Don't know

37. In what category does your current annual salary fall?

- Less than \$22,000
- \$22,001 to \$33,000
- \$33,001 to \$57,000
- \$57,001 to \$79,000
- \$79,001 to \$100,000
- More than \$100,000

38. What is your current GS or GS Equivalent Grade?

- 1 - 4
- 5 - 8
- 9 - 12
- 13 - 15
- SES or over grade 15
- Don't know

39. What is your highest education level?

- Less than high school
- High school certificate or equivalency
- High school graduate
- Technical or business school graduate
- Some college
- Associate's degree
- Bachelor's degree
- Master's degree
- Ph.D., M.D., J.D. or other professional degree

40. How long have you worked for the Government as a civilian?

- Less than 5 years
- 5 - 10 years
- 11 - 15 years
- 16 - 20 years
- 21 - 25 years
- 26 - 30 years
- Over 30 years

41. How long have you worked for the Government as a member of the military?

- Never
- Less than 5 years
- 5 - 10 years
- 11 - 15 years
- 16 - 20 years
- 21 - 25 years
- 26 - 30 years
- Over 30 years

42. In how many years will you be eligible to retire?

- Can retire now
- 1 - 3 years
- 4 - 6 years
- 7 - 10 years
- 11 - 15 years
- Over 15 years

43. What agency do you work for? (Select one response.)

- Department of the Army
- Department of the Navy
- Department of Defense (independent organizations not related to a particular service)
- Department of Energy
- General Services Administration
- National Aeronautics and Space Administration
- Veterans Administration
- Department of the Treasury
- State Department
- Environmental Protection Agency
- Department of Health and Human Services
- Social Security Administration
- Department of Transportation
- Other (please specify): \_\_\_\_\_

44. Where do you work? (Select one response.)

- Headquarters
- Region
- Field

45. How long have you worked for your agency?

- Less than 5 years
- 5 - 10 years
- 11 - 15 years
- 16 - 20 years
- 21 - 25 years
- 26 - 30 years
- Over 30 years

46. What is your supervisory status? (Select one response.)

- Nonsupervisor and Non-team leader
- Team Leader: You provide day-to-day guidance to employees, but do not perform formal supervisory responsibilities
- Supervisor: You supervise employees but do not supervise other supervisors
- Manager: You supervise one or more supervisors
- Executive: You are a member of the Senior Executive Service or its equivalent



