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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)

Basic Documentation	Number of Pages
NARA-prepared List of Reference Documentation	1
NARA-prepared User Note dated February 15, 2007	1
Agency-prepared Documentation	54
	Total: 56

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



National Archives and Records Administration

8601 Adelphi Road College Park, Maryland 20740-6001

> 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.

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

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 (fods) 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 reliablity o 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 fpds for each agency and the contract data reported by the CORs to discern if there are any large differences.

Questions:

Others?

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?

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

Agency	Actions	Rank	Dollars	Rank
Department of Agriculture	15,230	5	3,216,245	8
Dept. Of Commerce*	6,583	11	1,780,281	12
DoD	304,523	1	132,099,825	1
Education	1,114	-	881,341	17
Energy	5,634	12	16,880,859	2
HHS	11,375	8	3,947,167	6
HUD	1,951	19	1,091,944	16
Interior	12,704	7	1,207814	15
Justice	27,298	3	3,061,665	9
Labor	2,655	18	1,288,566	13
Department of State*	4,467	14	1,232,962	14
Transportation	14,120	6	1,800,044	11
Treasury*	9,824	10	2,713,749	10
VA	21,169	4	3,880,021	7
AID	819	-	441,124	20
EPA	5,082	13	875,302	18
GSA	47,562	2	10,310,911	4
NASA	11,336	9	10,912,591	3
OPM	2,958	17	194,092	-
SSA	3,692	16	482,666	19
TVA**	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:

weight =
$$W1/W2$$

where W1 =strata population/total population W2 = # of strata returns/total # returned

example:

Forest Service population = 24,723

Total population = 1,404,106 Forest Service returns = 273 Total returns = 13,657

WI = 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 = # returns/# delivered

example:

Forest Service = 273 returned surveys, 741 delivered surveys return rate = 273/741 = .36842 = 37%

October 29, 1998

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id		1	1	4	F4.0
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q4b		1	9	9	F1.0
q4c		1	10	10	F1.0
q4d		1	11	11	F1.0
q4e	•	1	12	12	F1.0
q4£		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
q ² 7c		1	19	19	F1.0
q ¹ 7d		1	20	20	F1.0
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q7h		1	24	24	F1.0
q ² 8a		1	25	25	F1.0
d8p		1	26	26	F1.0
q8c		1	27	. 27	F1.0
q ² 8d		1.	28	28	F1.0
q8e		1	29	29	F1.0
q8f		1	30	30	F1.0
q9		1	31	31	F1.0
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q10a		1	37	37	F1.0
q10a		1	38	38	F1.0
q10a		1	39	39	F1.0
q10:	a9	1	40	40	F1.0
q10:		1	41	41	F1.0
q10:		1	42	42	F1.0
q10	a12	1	43	43	F1.0
q10	a13	1	44	44	F1.0
q10	b1	1	45	45	F1.0
q10	b2	1	46	46	F1.0
q10	b3	1	47	47	F1.0
q10		1	48	48	F1.0
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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 q11c8 1 101 101 F1.0 q11c8 1 101 101 F1.0	-			
q11b13 1 89 89 F1.0 q11b14 1 90 90 F1.0 q1b15 1 91 91 F1.0 q1b16 1 92 92 F1.0 q1b17 1 93 93 F1.0 q1c1 1 94 94 F1.0 q1c2 1 95 95 F1.0 q1c3 1 96 96 F1.0 q1c4 1 97 97 F1.0 q1c5 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 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 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 q11c8 1 101 101 F1.0 q11c9 1 102 102 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 F1.0				
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qllcl 1 94 94 F1.0 qllc2 1 95 95 F1.0 qllc3 1 96 96 F1.0 qllc4 1 97 97 F1.0 qllc5 1 98 98 F1.0 qllc6 1 99 99 F1.0 qllc7 1 100 100 F1.0 qllc8 1 101 101 F1.0 qllc9 1 102 F1.0				
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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		1	95	95 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		1	96	96 F1.0
q11c6 1 99 99 F1.0 q11c7 1 100 100 F1.0 q11c8 1 101 101 F1.0		1	97	97 F1.0
q11c7 1 100 100 F1.0 q11c8 1 101 101 F1.0 q11c9 1 102 F1.0	q11c5	1		
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g11c9 1 102 102 F1.0				
q11c9 1 102 102 F1.0 q11c10 1 103 103 F1.0 q11c11 1 104 104 F1.0				
q11c10 1 103 F1.0 q11c11 1 104 F1.0	q11c9			
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qlldl	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 .	l	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
q11e8 q11e9	1.	118	118	F1.0
q11e3 q11e10	1	119	119	F1.0
=	1	120	120	F1.0
q11e11	1	121	121	F1.0
q11e12	1	122	122	F1.0
q11f1	1	123	123	F1.0
q11f2	1	123	124	F1.0
q11f3	1	125	125	F1.0
q11f4	1			F1.0
q11f5	1	126	126	F1.0
q11f6		127	127	
q11f7	1	128	128	F1.0 F1.0
q12	1	129	129	
q13a1	1	130	130	F1.0
q13a2	1	131	131 132	F1.0
q13b1	1	132		F1.0
q13b2	1	133	133	F1.0 F1.0
q13c1	1	134	134	
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
q1311	1	152	1.52	F1.0
q1312	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
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q16a	1	158	158 F1.0
q16b	1	159	159 F1.0
q16c	1	160	160 F1.0 161 F1.0
q16d	1 1	161 162	162 F1.0
q16e 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
q161	1	169	169 F1.0
q17a	1	170	170 F1.0
q17b	1	171	171 Fl.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 1	176 177	176 F1.0 177 F1.0
q17h	1	178	178 F1.0
q18 q19	1	179	170 F1.0 179 F1.0
q20a	1	180	180 F1.0
q20b	1	181	181 F1.0
q200 q20c	1	182	182 F1.0
q20d	1	183	183 F1.0
q20e	1	184	184 F1.0
q20£	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 F1.0 191 F1.0
q21e	1. 1	191 192	191 F1.0 192 F1.0
q21f	1	193	192 F1.0
q21g 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 1	205	. 205 F1.0 206 F1.0
q23e	1	206 207	200 F1.0 207 F1.0
q23f	1	208	208 F1.0
q23g q23h	1	209	209 F1.0
7 42311 T 42421	1.	210	210 F1.0
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q23h q24a1 q24a1 produced ATTHE NECE Copy #12			
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q24a2		1	211	211 212	F1.0 F1.0
q24b1		1 1	212 213	212	F1.0
q24b2		1	214	213	F1.0
q24c1 q24c2		1	215	215	F1.0
q24d1		1	216	216	F1.0
q24d2		1	217	217	F1.0
q24d2 q24e1		1	218	218	F1.0
q2101 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
q26ala	-	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	231 232	F1.0 F1.0
q26a4b		1 1	232 233	232	F1.0
q26a5a	.,,	1	234	234	F1.0
q26a5k q26a6a		1	235	235	F1.0
q26a6k q26a6k		1	236	236	F1.0
q26a7a		1	237	237	F1.0
q26a7k		1	238	238	F1.0
q26a8a		1	239	239	F1.0
q26a8l		1.	240	240	F1.0
q26a9a		1	241	241	F1.0
q26a91		1.	242	242	F1.0
q26a1	0a	1	243	243	F1.0
q26a10	d0	1	244	244	F1.0
q26a1:		1	245	245	F1.0
q26a1		1.	246	246	F1.0
q26b1a		1	247	247	F1.0
q26b1		1	248	248	F1.0
q26b2		1	249	249 250	F1.0 F1.0
q26b2		1 1	250 251	251	F1.0
q26b3 q26b3:		1	251	252	F1.0
q26b4 q26b4		1	253	253	F1.0
q26b4 q26b4		1	254	254	F1.0
q26b5		1	255	255	F1.0
q26b5		1	256	256	F1.0
q26b6		1	257	257	F1.0
g26b6		1	258	258	F1.0
q26b7		1	259	259	F1.0
q26b7		1	260	260	F1.0
~2.7		1	261	261	F1.0
_z q28		1	262	262	F1.0
₩ q29		1	263	263	F1.0
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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

Value	·····	Label			4 5	Frequently Always
q1	1	No contract experience	$-\dagger$		6	DK/NA
'	2	Contracting Officer		q10a4	1	Never
	3	Contract experience		4,00,	2	Rarely
q2	1	Less than one year			3	Sometimes
,	2	1 - 2 years			4	Frequently
	3	3 - 5 years			5	Always
	4	6 - 10 years			6	DK/NA
	5	More than 10 years		q10a5	1	Never
q3	1	Not officially designated		91085	, 2	
1 4-	2	Less than one year			3	Rarely
	3	1 - 2 years			4	Sometimes
	4	3 - 5 years			5	Frequently
	5	6 - 10 years			6	Always
	6	More than 10 years		q10a6	1	DK/NA
q5	1	Always		qioao	2	Never
40	2	More than half the time			3	Rarely
	3	About half the time	- 1		4	Sometimes
	4	Less than half of the time			5	Frequently
	5	Never			6	Always
	6	DK		q10a7	1	DK/NA
q6	1	During pre-award		qioar	2	Never
40	2	After award - near start			3	Rarely
	3	After contract start			3 4	Sometime
	4	At end or termination		· ·	5	Frequently
	5	Not sure			6	Always
q9	1	1		q10a8	1	DK/NA
٩٥	2	2 or 3	ļ	qivao	2	Never
	3	4 or 5			3	Rarely
	4	6 or more			4	Sometime
	5	DK			5	Frequently
q10a1	1	Never				Always
l dioai	2	Rarely		21020	6	DK/NA
	3	Sometimes		q10a9	1	Never
	4	Frequently			2	Rarely
	5	Always	•		3	Sometime
	6	DK/NA		11	4	Frequently
q10a2	1	Never			5	Always
91082	2			-40-40	6	DK/NA
	3	Rarely Sometimes		q10a10	1	Never
	4	i i			2	Rarely
	5	Frequently			3 .	Sometime
		Always	ļ		4	Frequent
-40-2	4	DK/NA			5	Always
q10a3 Copy #15	1 2	Never			6	DK/NA
t t	2	Rarely		q10a11	1	Never

	2	Rarely		q10b6	1	Never
	3	Sometimes			2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10a12	1	Never	- [[6	DK/NA
'	2	Rarely		q10b7	1	Never
	3	Sometimes		['	2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10a13	1	Never			6	DK/NA
1 410213	2	1		q10b8	1	Never
	3	Rarely		19,000	2	1
		Sometimes	1		3	Rarely
	4	Frequently				Sometimes
	5	Always	1		4	Frequently
161.1	6	DK/NA			5	Always
q10b1	1	Never		-4000	6	DK/NA
	2	Rarely		q10b9	1	Never
	3	Sometimes			2	Rarely
	4 .	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10b2	1	Never			6	DK/NA
	2	Rarely		q10b10	1	Never
	3	Sometimes			2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10b3	1	Never			6	DK/NA
	2	Rarely		q10b11	1	Never
	3	Sometimes			2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
g10b4	1	Never			6	DK/NA
	2	Rarely		q10b12	1	Never
	3	Sometimes			2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10b5	1	1			6	DK/NA
41003	2	Never		q10b13	1	Never
	3	Rarely			2	i i
		Sometimes				Rarely
Copy #16	4	Frequently			3	Sometimes
1	5 6	Always			4	Frequently
ļ	n	DK/NA		1 1	5	Always

2		6	DK/NA			5	Strongly disagree
3 Sometimes 2 Agree 3 Neither 1 1 1 1 1 1 1 1 1	q10b14		Never				DK/NA
4			Rarely		q11a2		Strongly agree
S		3	Sometimes				Agree
Q10b15		4	Frequently				Neither
Q10b15		5	Always		<u> </u>		Disagree
2 Rarely		6	DK/NA			5	Strongly disagree
3 Sometimes 2 Agree 3 Neither Disagree 6 DK/NA 5 Strongly disagree	q10b15	1	Never			6	DK/NA
4		2	Rarely		q11a3		Strongly agree
S		3	Sometimes			2	Agree
10b16		4	Frequently			3	Neither
q10b16		5	Always			4	Disagree
Q11a4		6	DK/NA		į į	5	Strongly disagree
3 Sometimes 2 Agree Neither	q10b16	1	Never			6	DK/NA
A		2	Rarely		q11a4	1	Strongly agree
S		3	i i				Agree
S		4	Frequently			3	Neither
Q10b17		5	I '				Disagree
2 Rarely		6	1			5	Strongly disagree
3 Sometimes 4 Frequently 5 Always 6 DK/NA 7 Q10b18 1 Never 2 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 7 Q10b19 1 Never 7 Q10b19 1 Never 8 Agree 9 Agree	q10b17	1	Never			6	DK/NA
4 Frequently 5 Always 6 DK/NA 7 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 7 Prequently 7 Always 7 Agree 8 Agree 9 Agree 9 Agree 9 Agree 9 Agree 10b19 1 Never 10b19 1 Never 10b20		2	Rarely		q11a5	1	Strongly agree
5 Always 6 DK/NA 7 Rarely 8 Always 6 DK/NA 7 Rarely 9 Always 6 DK/NA 7 Always 8 Agree 9 Agree 9 Agree 10b19 1 Never 10b19 1 Never 10b19 1 Never 10b20 1 Neve		3	Sometimes				Agree
10b18		4	Frequently			3	Neither
q10b18 1 Never 6 DK/NA 2 Rarely 2 Agree 3 Sometimes 2 Agree 4 Frequently 3 Neither 5 Always 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 4 Disagree 7 Always 4 Disagree 6 DK/NA 2 Agree 8 Always 4 Disagree 9 Always 4 Disagree 6 DK/NA 5 Strongly disagree 9 DK/NA 4 Disagree 9 DK/NA 4 Disagree 1 Agree 3 Neither 2 Agree Agree 3 Sometimes 4 Strongly agree 4 Frequently 3 Neither 3 Neither 3 Neither <		5	Always				Disagree
2 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 2 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 2 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 2 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 2 Rarely 5 Always 6 DK/NA 2 Rarely 7 Disagree 7 DK/NA 7 Disagree 7 DK/NA 7 Disagree 7 DK/NA 8 Disagree 8 DK/NA 9 Disagree 9 DK/NA 9 Disagree		6	DK/NA	1			Strongly disagree
3 Sometimes 2 Agree Neither 3 Neither 5 Always 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly agree 6 DK/NA 5 Strongly agree 6 DK/NA 1 Strongly agree 6 DK/NA Strongly agree 5 DK/N	q10b18	1	Never			6	DK/NA
4 Frequently 5 Always 6 DK/NA 7 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 7 Prequently 7 Always 7 Always 8 Always 9 Always		2	Rarely	1	q11a6		Strongly agree
5 Always 6 DK/NA 7 Prequently 5 Always 6 DK/NA 7 Prequently 7 Prequently 7 Strongly disagree 7 Agree 7 Agree 7 Always 7 Always 8 Disagree 7 Agree 7 Agree 7 Agree 7 Agree 7 Always 8 Disagree 7 Agree 7 Agree 7 Agree 8 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 Agree 1 Agree 2 Agree 2 Agree 2 Agree 3 Agree 4 Agree 1 Agree 2 Agree 2 Agree 3 Agree 4 Agree 5 Agree 6 DK/NA		3	Sometimes				Agree
6 DK/NA Pover Rarely Sometimes Frequently Always DK/NA Pover 1		4	Frequently				Neither
q10b19 1 Never 6 DK/NA 2 Rarely q11a7 1 Strongly agree 3 Sometimes 2 Agree 4 Frequently 3 Neither 5 Always 4 Disagree 6 DK/NA 5 Strongly disagree q10b20 1 Never 6 DK/NA 2 Rarely 3 Strongly agree 3 Sometimes 2 Agree 4 Frequently 3 Neither 5 Always 4 Disagree 6 DK/NA 5 Strongly disagree q11a1 1 Strongly agree 6 DK/NA		5	Always				Disagree
2 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 2 Rarely 3 Sometimes 4 Disagree 6 DK/NA 2 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 5 Strongly disagree 6 DK/NA 7 Always 7 Agree 7 Agree 7 Agree 7 DK/NA 7 Disagree 7 Neither 7 Neither 7 Disagree 8 Neither 9 Disagree 9 Neither 9 Neither 9 Disagree 9 Neither 9 Disagree 9 Neither 9 Disagree 9 DK/NA		6	DK/NA				Strongly disagree
3 Sometimes 4 Frequently 5 Always 6 DK/NA 2 Rarely 3 Sometimes 4 Frequently 6 DK/NA 2 Rarely 3 Sometimes 4 Frequently 5 Always 6 DK/NA 5 Strongly disagree 7 Agree 7 Agree 7 DK/NA 7 Agree 7 Strongly disagree 7 Agree 7 DK/NA 7 Strongly agree 7 Neither 7 Disagree 7 Neither 8 Strongly disagree 9 DK/NA 9 Disagree 9 DK/NA	q10b19	1	Never		.	6	DK/NA
4 Frequently 5 Always 6 DK/NA 2 Rarely 3 Sometimes 4 Disagree 6 DK/NA 2 Rarely 3 Sometimes 4 Disagree 6 DK/NA 2 Rarely 3 Strongly disagree 2 Agree 4 Frequently 5 Always 6 DK/NA 5 Strongly agree 6 DK/NA 5 Strongly agree 7 Disagree 8 DK/NA			Rarely		q11a7		Strongly agree
5 Always 6 DK/NA 7 1 Never 7 2 Rarely 8 3 Sometimes 9 4 Frequently 1 5 Always 6 DK/NA 7 2 Frequently 7 5 Always 6 DK/NA 7 5 Strongly disagree 7 6 DK/NA 8 7 11a8 9 1 Strongly agree 9 1 1 Neither 9 1 1 Strongly agree 9 1 1 1 Strongly agree 9 1 1 1 Strongly agree 9 1 1 1 Disagree 9 1 1 Disagree 9 1 1 DK/NA			Sometimes	ļ.:			The state of the s
6 DK/NA			Frequently				i i
q10b20 1 Never 6 DK/NA 2 Rarely q11a8 1 Strongly agree 3 Sometimes 2 Agree 4 Frequently 3 Neither 5 Always 4 Disagree 6 DK/NA 5 Strongly disagree q11a1 1 Strongly agree 0 DK/NA				İ			1
2 Rarely q11a8 1 Strongly agree 3 Sometimes 2 Agree 4 Frequently 3 Neither 5 Always 4 Disagree 6 DK/NA 5 Strongly disagree q11a1 1 Strongly agree 6 DK/NA					•		Strongly disagree
3 Sometimes 2 Agree 4 Frequently 3 Neither 5 Always 4 Disagree 6 DK/NA 5 Strongly agree 711a1 1 Strongly agree 6 DK/NA	q10b20		1				l l
4 Frequently 5 Always 6 DK/NA 911a1 1 Strongly agree 3 Neither 4 Disagree 5 Strongly disagree 6 DK/NA					q11a8		1
5 Always 4 Disagree 6 DK/NA 5 Strongly disagree q11a1 1 Strongly agree 6 DK/NA			1				
6 DK/NA 5 Strongly disagree DK/NA			•	ļ			
q11a1 1 Strongly agree 6 DK/NA			1				
		6	DK/NA		11		Strongly disagree
2 Agree q11a9 1 Strongly agree 3 Neither 2 Agree Neither 3 Neither	q11a1		Strongly agree				
3 Neither 2 Agree 4 Disagree 3 Neither		2	Agree		q11a9		
4 Disagree 3 Neither		3		į			
		4	Disagree			3	Neither
Copy #17	Copy #17						

	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11a10	1	Strongly agree			6	DK/NA
	2	Agree	11	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		1	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	Į.			6	DK/NA
41101	2	Strongly agree		q11b9	1	Strongly agree
	3	Agree Neither		91100	2	Agree
	4				3	Neither
	5	Disagree			4	Disagree
	6	Strongly disagree			5	<u> </u>
q11b2	1	DK/NA			6	Strongly disagree DK/NA
q1102	2	Strongly agree		q11b10	1	
	3	Agree	1	1911010	2	Strongly agree
	4	Neither			3	Agree Neither
1	5	Disagree			4	
	6	Strongly disagree			5	Disagree
011h2		DK/NA	1		6	Strongly disagree
q11b3	1	Strongly agree		q11b11	1	DK/NA
	2 3	Agree	11	411011	2	Strongly agree
	3 4	Neither			3	Agree Neither
	5	Disagree			4	
	5 6	Strongly disagree			5	Disagree
01164		DK/NA	<u> </u>		6	Strongly disagree
q11b4	1	Strongly agree		q11b12		DK/NA
	2	Agree	l de la companya de	411012	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree	ŀ		4	Disagree
	6	DK/NA	ļ		5	Strongly disagree
q11b5	1	Strongly agree			6	DK/NA
	2	Agree	ļ	q11b13	1	Strongly agree
q11b5 Copy #18						

1c5 ·	2 3 4 5 6 1	Agree Neither Disagree Strongly disagree DK/NA
1c5	4 5 6 1	Disagree Strongly disagree DK/NA
1c5 :	5 6 1	Strongly disagree DK/NA
1c5 :	6 1	DK/NA
1c5 :	1	DK/NA
. :		
•	2	Strongly agree
•		Agree
	3	Neither
	4	Disagree
	5	Strongly disagree
	6	DK/NA
1c6	1	Strongly agree
	2	Agree
	3	Neither
	4	Disagree
	5	Strongly disagree
	6	DK/NA
	1	Strongly agree
	2	Agree
	3	Neither
	4	Disagree
	5	Strongly disagree
	6	DK/NA
.1c8	1	Strongly agree
	2	Agree
	3	Neither
	4	Disagree
	5	Strongly disagree
	6	DK/NA
11c9	1	Strongly agree
	2	Agree
	3	Neither
	4	Disagree
	5	Strongly disagree
	6	DK/NA
11c10	1	Strongly agree
	2	Agree
	3	Neither
	4	Disagree
	5	Strongly disagree
		DK/NA
11c11		Strongly agree
		Agree
		Neither
		Disagree
		Strongly disagree
	-	Onlongly disagree
1	1 c11	6

	6	DK/NA			5	Strongly disagree
q11d1	1	Strongly agree			6	DK/NA
	2	Agree	q11e	e4	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11d2	1	Strongly agree			6	DK/NA
	2	Agree	q11e	e5	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA	,		5	Strongly disagree
q11d3	1	Strongly agree			6	DK/NA
	2	Agree	q11	e 6	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
]	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11d4	1	Strongly agree			6	DK/NA
	2	Agree	q11	e7	1	Strongly agree
į	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11d5	1	Strongly agree			6	DK/NA
	2	Agree	q11	ie8	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA	.		5	Strongly disagree
q11e1	1	Strongly agree			6	DK/NA
	2	Agree	q1 ⁻	1e9	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11e2	1	Strongly agree			6	DK/NA
	2	Agree	q1	1e10	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11e3	1	Strongly agree			6	DK/NA
		Agree	q1	1e11	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
1		1	11 1			1
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q11d1	,	6	DK/NA			5	Strongly disagree
3 Neither Disagree Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA Disagree CK/NA	q11d1		Strongly agree				1
4			Agree		q11e4		Strongly agree
Strongly disagree		3	Neither				-
Q11d2		4	Disagree				Neither
q11d2 1 Strongly agree 6 DK/NA 2 Agree q11e5 1 Strongly agree 3 Neither 2 Agree 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 4 Disagree 4 Disagree 3 Neither 2 Agree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 1 Strongly disagree 6 DK/NA 2 Agree 4 Disagree 3 Neither 2 Agree 4 Disagree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 3 Neither		5	Strongly disagree				Disagree
2		6	DK/NA				Strongly disagree
Neither	q11d2	1	Strongly agree			6	DK/NA
A		2	Agree	1	q11e5		Strongly agree
Strongly disagree		3	Neither				Agree
Color		4	Disagree				Neither
q11d3 1 Strongly agree 6 DK/NA 2 Agree q11e6 1 Strongly agree 3 Neither 2 Agree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA q11e7 1 Strongly disagree 4 Disagree 3 Neither 2 Agree 4 Disagree 3 Neither 2 Agree 4 Disagree 4 Disagree 3 Neither 5 Strongly disagree 6 DK/NA 4 Disagree 4 Disagree 3 Neither 2 Agree 4 Disagree 3 Neither 2 Agree 4 Disagree 3 Neither 3 Neither 5 Strongly disagree 4 Disagree 3 Neither 4 Disagree 3		5	Strongly disagree				Disagree
2		6	DK/NA				Strongly disagree
3 Neither 2 Agree 3 Neither 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA Capte DK/NA Capte DK/NA Capte Capt	q11d3	1	Strongly agree			6	DK/NA
A		2	Agree		q11e6		Strongly agree
Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Strongly agree G DK/NA Strongly agree G DK/NA G D		3	Neither				Agree
Strongly disagree Company Strongly disagree Company Comp		4	Disagree				Neither
q11d4 1 Strongly agree 6 DK/NA 2 Agree q11e7 1 Strongly agree 3 Neither 2 Agree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 4 Disagree 3 Neither 2 Agree 3 Neither 2 Agree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 4 Disagree 3 Neither 2 Agree 3 Neither 2 Agree 4 Disagree 4 Disagree 5 Strongly disagree 4 Disagree 6 DK/NA 4 Disagree 7		5	Strongly disagree				1 "
2		6	DK/NA				· ·
3 Neither 4 Disagree 5 Strongly disagree 6 DK/NA q11d5 1 Strongly agree 3 Neither 2 Agree 3 Neither 5 Strongly disagree 6 DK/NA 2 Agree 3 Neither 4 Disagree 3 Neither 4 Disagree 5 Strongly disagree 6 DK/NA q11e1 1 Strongly agree 7 Agree 7 Agree 8 PK/NA q11e2 1 Strongly agree 9 PK/NA q11e2 1 Strongly agree 9 PK/NA q11e3 1 Strongly agree 9 PK/NA q11e1 1 Strongly agree 9 PK/NA	q11d4		Strongly agree				DK/NA
4 Disagree 5 Strongly disagree 6 DK/NA q11d5 1 Strongly agree 2 Agree 3 Neither 4 Disagree 6 DK/NA 2 Agree 3 Neither 5 Strongly disagree 6 DK/NA 4 Disagree 6 DK/NA 2 Agree 6 DK/NA q11e8 1 Strongly agree 2 Agree 6 DK/NA q11e8 1 Strongly agree 4 Disagree 5 Strongly disagree 6 DK/NA q11e9 1 Strongly agree 7 Agre			. Agree		q11e7		Strongly agree
5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree q11d5 1 Strongly agree 6 DK/NA 2 Agree 4 Disagree 3 Neither 3 Neither 2 Agree 3 Neither 5 Strongly disagree 4 Disagree 4 Disagree 6 DK/NA 5 Strongly disagree 5 Strongly disagree 6 DK/NA 4 Disagree 4 Disagree 3 Neither 2 Agree 3 Neither 4 Disagree 4 Disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 911e2 1 Strongly agree 4 Disagree 6 DK/NA 10sagree 3 Neither 2 Agree 3 Neither 4 Disagree 3		3	Neither				Agree
Company Comp		4	Disagree			3	Neither
q11d5 1 Strongly agree		5	Strongly disagree				Disagree
2 Agree 3 Neither 4 Disagree 6 DK/NA 2 Agree 3 Neither 5 Strongly agree 6 DK/NA 2 Agree 3 Neither 6 Disagree 6 DK/NA 2 Agree 3 Neither 6 Disagree 6 DK/NA 2 Agree 6 DK/NA 2 Agree 7 Disagree 7 Disagree 7 Disagree 7 Disagree 8 DK/NA 9 Disagree 9 DK/NA		6	DK/NA	ļļ			Strongly disagree
Neither Disagree Strongly disagree DK/NA Q11e1 Strongly agree Agr	q11d5	1	Strongly agree				DK/NA
4 Disagree 5 Strongly disagree 6 DK/NA 5 Strongly agree 7 Agree 7 Neither 7 Disagree 7 Agree 7 Neither 7 Disagree 7 Neither 8 Disagree 9 DK/NA 9 Disagree 9 DK/NA			Agree	1	q11e8		Strongly agree
5 Strongly disagree 6 DK/NA 5 Strongly agree 7 Agree 7 Neither 7 Disagree 7 Neither 7 Disagree 7 Neither 7 Disagree 7 Neither 8 Disagree 9 Neither 9 Disagree 9 Neither 9 Disagree 9 Neither 9 Disagree 9 Neither 9 Disagree 9 DK/NA 9 Disagree		3	Neither	ļ			Agree
6 DK/NA q11e1 1 Strongly agree 6 DK/NA 2 Agree 7 Agr		4	Disagree	ļ.			
q11e1 1 Strongly agree 6 DK/NA 2 Agree 3 Neither 2 Agree 3 Neither 2 Agree 4 Disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly agree 6 DK/NA 7 Strongly agree 7 A			Strongly disagree				· -
2 Agree 3 Neither 4 Disagree 5 Strongly disagree 6 DK/NA 7 Agree 7 Agree 7 Agree 7 Agree 7 Agree 7 Agree 7 Neither 7 Strongly agree 7 Agree 7 Disagree 7 Disagree 7 Disagree 7 Agree 7 Disagree 7 Agree 7 Agre		6	DK/NA				
3 Neither 4 Disagree 5 Strongly disagree 6 DK/NA 2 Agree 3 Neither 5 Strongly agree 6 DK/NA 2 Agree 3 Neither 2 Agree 6 DK/NA 2 Agree 7 Neither 7 Disagree 7 DK/NA 8 Q11e10 1 Strongly agree 9 Agree 9 Agree 9 Agree 1 Disagree 1 Disagree 1 Disagree 2 Agree 2 Agree 3 Neither 2 Agree 3 Neither 5 Strongly disagree 6 DK/NA 5 Strongly disagree 7 Disagree 7 Disagree 7 Disagree 7 Disagree 8 DK/NA 8 Disagree 9 DK/NA	q11e1		Strongly agree	ļ!			1
4 Disagree 5 Strongly disagree 6 DK/NA 5 Strongly agree 6 DK/NA 2 Agree 3 Neither 2 Agree 4 Disagree 5 Strongly agree 6 DK/NA 6 DK/NA 711e10 1 Strongly agree 7 Agree 7 Agree 7 Agree 7 Neither 7 Strongly disagree 7 Disagree 7 Strongly disagree 7 Disagree			Agree		q11e9		l l
5 Strongly disagree 6 DK/NA 5 Strongly disagree 7 1 Strongly agree 7 2 Agree 7 3 Neither 7 4 Disagree 7 4 Disagree 7 5 Strongly agree 7 6 DK/NA 7 6 DK/NA 7 7 1			i	,			1
6 DK/NA q11e2 1 Strongly agree 2 Agree 3 Neither 4 Disagree 5 Strongly disagree 6 DK/NA 2 Agree 7 Disagree 7 Strongly disagree 7 Strongly disagree 7 Strongly disagree 7 Disagree			=				
q11e2 1 Strongly agree 6 DK/NA 2 Agree q11e10 1 Strongly agree 3 Neither 2 Agree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree q11e3 1 Strongly agree 6 DK/NA			·				
2 Agree q11e10 1 Strongly agree Agree Agree Strongly disagree DK/NA q11e3 1 Strongly agree G DK/NA							
3 Neither 2 Agree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree q11e3 1 Strongly agree 6 DK/NA	q11e2						
4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree q11e3 1 Strongly agree 6 DK/NA					q11e10		
5 Strongly disagree 4 Disagree 5 Strongly disagree q11e3 1 Strongly agree 6 DK/NA	1						l '
6 DK/NA 5 Strongly disagree q11e3 1 Strongly agree 6 DK/NA			i				
q11e3 1 Strongly agree 6 DK/NA							· · · · · · · · · · · · · · · · · · ·
1 2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			•	!			
2 Agree q11e11 1 Strongly agree Agree Agree Agree Strongly agree Agree Agree Strongly agree Agree Agree Agree Agree Neither Agree Neither Agree Neither Agree Agree Neither Ne	1 '		Strongly agree	ļ			•
3 Neither 2 Agree 3 Neither Copy #21		2			q11e11		
4 Disagree 3 Neither Copy #21		3	Neither				
Copy #21	Ì	4	Disagree			3	Neither
Copy #21	Com: #01						
	Copy #21	<u>[</u>					

	4 5	Disagree Strongly disagree			4	Neither Disagree
	6	DK/NA			5	Strongly disagree
q11e12	1	Strongly agree	1		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	Ę		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	Ţ	q13e2	1	Not at all effective
	4	Disagree			2	Minimally effective
	5	Strongly disagree	<u> </u>		3	Somewhat effective
		DK/NA			4	Very effective
q11f7	1	Strongly agree	Ì		5	Extremely effective
· ·	2	Agree		11	6	DK/NA
1		1 ~	ı			1
q11f7 Copy #22		·				
Copy #22	2					

	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
ļ	4	Very effective		3	Somewhat effective
İ	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
1	5	Extremely effective		4	Very effective
	6	DK/NA		5	Extremely effective
q13h1	1	Yes		6	DK/NA
1	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
1	2	No		4	Disagree
q13i2	1	Not at all effective		5	Strongly disagree
7	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
7.0,	2	No		7	Don't know
q13j2	1	Not at all effective	q19	1	Less than 1 year
7.0,5	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	g21a	1	Strongly agree
4,000	2	No		2	Agree
g13k2	1	Not at all effective		3	Neither
91362	2	1		4	Disagree
		Minimally effective		5	· ·
	ى 1	Somewhat effective		6	Strongly disagree
	4 5	Very effective	q21b	1	DK/NA
ee Copy #23	ລ	Extremely effective	11 1 42 10	ı	Strongly agree

	2	Agree	q22b	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q21c	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
	6	DK/NA		5	Strongly disagree
q21d	1	Strongly agree		6	DK/NA
	2	Agree	q22d	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q21e	1	Strongly agree		6	DK/NA
	2	Agree	q22e	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q21f	1	Strongly agree		6	DK/NA
	2	Agree	q22f	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q21g	1	Strongly agree		6	DK/NA
	2	Agree	q22g	1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
1	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q21h	1	Strongly agree		6	DK/NA
	2	Agree	q23a	ı 1	Strongly agree
	3	Neither		2	Agree
	4	Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
q22a	1	Strongly agree		6	DK/NA
	2	Agree	q23t		Strongly agree
1	3	Neither		2	Agree
		Disagree		3	Neither
	5	Strongly disagree		4	Disagree
	6	DK/NA		5	Strongly disagree
ı		1	13 1		1 = = = = 3.7
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	6	DK/NA			5	Extremely useful
q23c	1	Strongly agree			6	DK/NA
	2	Agree		q24b1	1	None
	3	Neither			2	1 to 2 days
	4	Disagree			3	3 to 5 days
	5	Strongly disagree			4	6 to 10 days
	6	DK/NA			5	More than 10 days
q23d	1	Strongly agree			6	DK/NA
	2	Agree		q24b2	1	Not at all
	3	Neither			2	Minimally
	4	Disagree			3	Useful
	5	Strongly disagree			4	Very useful
	6	DK/NA			5	Extremely useful
q23e	1	Strongly agree		<u> </u>	6	DK/NA
	2	Agree		q24c1	1	None
	3	Neither			2	1 to 2 days
	4	Disagree			3	3 to 5 days
	5	Strongly disagree			4	6 to 10 days
	6	DK/NA			5	More than 10 days
q23f	1	Strongly agree			6	DK/NA
· 	2	. Agree		q24c2	1	Not at all
	3	Neither			2	Minimally
	4	Disagree			3	Useful
	5	Strongly disagree			4	Very useful
	6	DK/NA			5	Extremely useful
q23g	1	Strongly agree			6	DK/NA
75	2	Agree		q24d1	1	None
	3	Neither		'	2	1 to 2 days
	4	Disagree			3	3 to 5 days
	5	Strongly disagree			4	6 to 10 days
	6	DK/NA			5	More than 10 days
q23h	1	Strongly agree			6	DK/NA
ا المحاد	2	Agree		q24d2	1	Not at all
[3	Neither			2	Minimally
	4	i i			3	Useful
	5	Disagree Strongly disagree			4	Very useful
	6				5	Extremely useful
q24a1	1	DK/NA			6	DK/NA
424a1	2	None		q24e1	1	None
	3	1 to 2 days		42-751	2	
		3 to 5 days			3	1 to 2 days
	4	6 to 10 days				3 to 5 days
	5	More than 10 days			4	6 to 10 days
	6	DK/NA			5	More than 10 days
q24a2	1	Not at all		-04-0	6	DK/NA
	2	Minimally		q24e2	1	Not at all
	3	Useful			2	Minimally
	4	Very useful			3	Useful
Copy #25						

	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
1	5	DK/NA		2	A small amount
•		•	11 1		1
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	Makes		, , ,	─╁ ┃		4	Frequently
	Value	4	Label	-41		5	Always
	q1	1	No contract experience			6	DK/NA
		2	Contracting Officer		q10a4	1	Never
		3	Contract experience			2	Rarely
	q2	1	Less than one year			3	Sometimes
		2	1 - 2 years			4	Frequently
		3	3 - 5 years			5	Always
		4	6 - 10 years			6	DK/NA
		5	More than 10 years		q10a5	1	Never
	q3	1	Not officially designated			2	Rarely
		2	Less than one year		•	3	Sometimes
		3	1 - 2 years			4	Frequently
		4	3 - 5 years			5	Always
		5	6 - 10 years			6	DK/NA
•	1 _	6	More than 10 years		q10a6	1	Never
	q5	1	Always			2	Rarely
		2	More than half the time			3	Sometimes
		3	About half the time			4	Frequently
		4	Less than half of the time			5	Always
		5	Never			6	DK/NA
		6	DK		q10a7	1	Never
	q6	1	During pre-award			2	Rarely
		2	After award - near start			3	Sometimes
		3	After contract start			4	Frequently
		4	At end or termination			5	Always
	g0	5 1	Not sure			6	DK/NA
	q9	2	1		q10a8	1	Never
		3	2 or 3			2	Rarely
		4	4 or 5	Ш		3	Sometimes
		5	6 or more DK			4	Frequently
	q10a1	1				5	Always
	q roar	2	Never Rarely			6	DK/NA
		3	Sometimes		q10a9	1	Never
		4	Frequently			2	Rarely
		5	Always			3	Sometimes
		6	DK/NA			4	Frequently
	q10a2	1	Never			5	Always
	-,	2	Rarely		-40-40	6	DK/NA
		3	Sometimes		q10a10	1	Never
		4	Frequently			2	Rarely
		5	Always			3	Sometimes
		6	DK/NA			4	Frequently
REP	g10a3	1	Never			5	Always
RODL	1,	2	Rarely		-10-11	6	DK/NA
)CED.	1		reacty	1	q10a11	1	Never
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Variable Values

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Sometimes

	2	Rarely		q10b6	1	Never
	3	Sometimes			2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10a12	1	Never			6	DK/NA
	2	Rarely		q10b7	1	Never
	3	Sometimes			2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10a13	1	Never			6	DK/NA
	2	Rarely		q10b8	1	Never
	3	Sometimes			2	Rarely
	4	Frequently	- Annual Control		3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10b1	1	Never	 -		6	DK/NA
	2	Rarely		q10b9	1	Never
	3	Sometimes			2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10b2	1	Never			6	DK/NA
,	2	Rarely		q10b10	1	Never
	3	Sometimes			2	Rarely
	4	Frequently			3	Sometimes
	5	Always			4	Frequently
	6	DK/NA		1	5	Always
q10b3	1	Never		1	6	DK/NA
	2	Rarely		q10b11	1	Never
	3	Sometimes		1	2	Rarely
	4	Frequently	a property of the control of the con		3	Sometimes
	5	Always			4	Frequently
	6	DK/NA			5	Always
q10b4	1	Never			6	DK/NA
""	2	Rarely		q10b12	1	Never
	3	Sometimes		9,0012	2	1
	4	Frequently	1		3	Rarely Sometimes
	5				4	
	6	Always			5	Frequently
q10b5	1	DK/NA			ა 6	Always
Canth	2	Never		q10b13		DK/NA
		Rarely		410019	1	Never
	3	Sometimes			2	Rarely
1	4	Frequently			3	Sometimes
	5 6	Always			4	Frequently
		DK/NA	[·	1 1	5	Always

	6	DK/NA			5	Strongly disagree
q10b14	1	Never			6	DK/NA
	2	Rarely		q11a2	1	Strongly agree
	3	Sometimes			2	Agree
	4	Frequently			3	Neither
	5	Always			4	Disagree
	6	DK/NA			5	Strongly disagree
q10b15	1	Never			6	DK/NA
	2	Rarely		q11a3	1	Strongly agree
	3	Sometimes			2	Agree
	4	Frequently			3	Neither
	5	Always			4	Disagree
	6	DK/NA			5	Strongly disagree
q10b16	1	Never			6	DK/NA
	2	Rarely		q11a4	1	Strongly agree
	3	Sometimes			2	Agree
	4	Frequently			3	Neither
	5	Always			4	Disagree
	6	DK/NA			5	Strongly disagree
q10b17	1	Never			6	DK/NA
	2	Rarely		q11a5	1	Strongly agree
	3	Sometimes			2	Agree
	4	Frequently			3	Neither
	5	Always			4	Disagree
	6	DK/NA			5	Strongly disagree
q10b18	1	Never			6	DK/NA
ı	2	Rarely		q11a6	1	Strongly agree
ı	3	Sometimes			2	Agree
	4	Frequently			3	Neither
	5	Always			4	Disagree
	6	DK/NA			5	Strongly disagree
q10b19	1	Never		ļ	6	DK/NA
	2	Rarely		q11a7	1	Strongly agree
	3	Sometimes			2	Agree
	4	Frequently			3	Neither
	5	Always			4	Disagree
	6	DK/NA		1	5	Strongly disagree
q10b20	1	Never			6	DK/NA
	2	Rarely		q11a8	1	Strongly agree
	3	Sometimes			2	Agree
	4	Frequently			3	Neither
	5	Always			4	Disagree
	6	DK/NA			5	Strongly disagree
q11a1	1	Strongly agree			6	DK/NA
1	2	Agree		q11a9	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree		1	3	Neither
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	4	Disagree			3	Neither
	5	Strongly disagree		1	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		1	3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11a12	1	Strongly agree			6	DK/NA
1,	2	Agree		q11b8	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6 .	7.48.4			5	Strongly disagree
q11b1	1	Strongly agree			6	DK/NA
9,10,	2	Agree		q11b9	1	Strongly agree
	3	Neither		1	2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11b2	1				6	DK/NA
q i ibz	2	Strongly agree		q11b10	1	Strongly agree
	3	Agree Neither		1911510	2	Agree
	4	Disagree			3	Neither
	5	=			4	Disagree
	6	Strongly disagree DK/NA			5	Strongly disagree
q11b3	1	Strongly agree			6	DK/NA
41100	2	* * *	-	q11b11	1	Strongly agree
	3	Agree Neither		1,	2	Agree
	4		İ		3	Neither
	5	Disagree Strongly disagree			4	Disagree
	6		1		5	Strongly disagree
q11b4	1	DK/NA			6	
41104	2	Strongly agree		q11b12	1	DK/NA Strangly agree
	3	Agree		411012	2	Strongly agree
		Neither			3	Agree
	4	Disagree	a de la companya de l			Neither
	5	Strongly disagree	ļ		4	Disagree
q11b5 Copy #30	6	DK/NA			5	Strongly disagree
	1	Strongly agree	Į	~44640	6	DK/NA
Garrb	2	Agree	i	q11b13	1	Strongly agree

A		2	Agree		q11c4	1	Strongly agree
Strongly disagree		3	Neither			2	Agree
Strongly disagree		4	Disagree			3	Neither
Strongly agree		5	Strongly disagree			4	Disagree
q11b14		6	DK/NA			5	Strongly disagree
2	q11b14	1	Strongly agree			6	
3		2	1		q11c5	1	Strongly agree
A		3				2	
Strongly disagree		4				3	-
Q11b15			i i			4	
Q11b15							-
2	a11b15				<u> </u>		1
3	1				a11c6		1
A			1 - 1				E
Strongly disagree							1 -
Strongly disagree							l l
q11b16							1
2	d11h16						1
3	411010				g11c7		[
4					4' '6'		1
Strongly disagree			1				
Company							1
q11b17 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 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 4 Disagree 3 Neither 2 Agree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 6 DK/NA 7 Strongly agree 6 DK/NA 9 Q11c1 1 Strongly agree 4 Disagree 3 Neither 2 Agree 3 Neither 2 Agree 3 Neither 5							
2	~64647						E .
3	q11b1/				-44-0		
4					d1.108		
5 Strongly disagree 6 DK/NA 5 Strongly disagree 7 Agree 7 Neither 7 Disagree 7 Agree 7 Agree 7 Agree 8 DK/NA 7 Disagree 9 Agree 9 Agree 9 Agree 1 Disagree 1 DK/NA 1 Strongly agree 1 Disagree 2 Agree 3 Neither 1 Disagree 3 Neither 5 Strongly disagree 6 DK/NA 1 Strongly agree 7 Agree 7 Disagree 7 Disagree 7 Disagree 8 DK/NA 9 Disagree 9 DK/NA 1 Strongly agree 9 Agree 1 Disagree 1 Strongly agree 1 Disagree 1 Disagree 1 Disagree 2 Agree 2 Agree 3 Neither 1 Strongly agree 2 Agree 3 Neither 5 Strongly disagree 6 DK/NA 7 Disagree 7 Agree 7 Disagree							1
6 DK/NA 2 Agree 3 Neither 4 Disagree 6 DK/NA 2 Agree 3 Neither 5 Strongly disagree 6 DK/NA 2 Agree 3 Neither 5 Strongly disagree 6 DK/NA 5 Strongly agree 7 Strongly disagree 7 Strongly disagree 7 Strongly agree 7 Strongly disagree							1
q11c1 1 Strongly agree 6 DK/NA 2 Agree 3 Neither 2 Agree 3 Neither 2 Agree 3 Neither 5 Strongly disagree 4 Disagree 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 9 Q11c1 1 Strongly agree 4 Disagree 3 Neither 2 Agree 3 Neither 2 Agree 4 Disagree 3 Neither 2 Agree 3 Neither 2 Agree 4 Disagree 3 Neither 4 Disagree 4 Disagree 3 Neither 5 Strongly agree 4 Disagree 4 Disagree 4 Disagree 4 Disagree 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA							
Agree							1
3 Neither 4 Disagree 5 Strongly disagree 6 DK/NA 5 Strongly agree 6 DK/NA 2 Agree 3 Neither 2 Agree 6 DK/NA 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 7 Agree 7 Disagree 7 Neither 7 Strongly agree 8 Neither 9 Agree 9 Agree 9 Agree 9 Agree 9 DK/NA 9 Disagree 9 Agree 9 DK/NA 9 Disagree 9 Agree 9 Agree 9 Agree 9 Agree 9 Agree 9 Agree	q11c1		· ·				l l
4 Disagree 5 Strongly disagree 6 DK/NA 5 Strongly agree 7 Agree 7 Disagree 7 Agree 7 Disagree 7 Agree 7 Disagree 7 Agree 7 Disagree 8 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree 9 DK/NA 9 Disagree			=		q11c9		i
5 Strongly disagree 6 DK/NA 5 Strongly disagree q11c2 1 Strongly agree 2 Agree 3 Neither 5 Strongly disagree 4 Disagree 3 Neither 5 Strongly disagree 6 DK/NA 5 Strongly agree 6 DK/NA 5 Strongly agree 7 Agree 7 Disagree 7 Disagree 7 Disagree 8 Disagree 9 Disagree							
6 DK/NA 911c2 1 Strongly agree 6 DK/NA 2 Agree 9 11c10 1 Strongly agree 2 Agree 2 Agree 3 Neither 2 Agree 3 Neither 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 5 Strongly agree 6 DK/NA 5 Strongly agree 6 DK/NA 6 Agree 9 Neither 2 Agree 9 Agree	1						1
q11c2 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 6 DK/NA 5 Strongly disagree q11c3 1 Strongly agree 6 DK/NA 2 Agree q11c11 1 Strongly agree 3 Neither 2 Agree			1				
2 Agree q11c10 1 Strongly agree 3 Neither 2 Agree 4 Disagree 3 Neither 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree 1 Strongly agree 6 DK/NA 2 Agree q11c11 1 Strongly agree 3 Neither 2 Agree							
3 Neither 2 Agree 4 Disagree 3 Neither . 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree q11c3 1 Strongly agree 6 DK/NA 2 Agree q11c11 1 Strongly agree 3 Neither 2 Agree	q11c2		Strongly agree				[
4 Disagree 3 Neither . 5 Strongly disagree 4 Disagree 6 DK/NA 5 Strongly disagree q11c3 1 Strongly agree 6 DK/NA 2 Agree q11c11 1 Strongly agree 3 Neither 2 Agree			Agree	ļ	q11c10 .		Strongly agree
5 Strongly disagree 6 DK/NA 5 Strongly disagree 9 q11c3 1 Strongly agree 2 Agree q11c11 1 Strongly agree 3 Neither 2 Agree 4 Disagree 6 DK/NA 5 Strongly disagree 6 DK/NA 9 q11c11 1 Strongly agree 2 Agree			Neither				
6 DK/NA 5 Strongly disagree q11c3 1 Strongly agree 6 DK/NA 2 Agree q11c11 1 Strongly agree 3 Neither 2 Agree			Disagree				Neither .
q11c3 1 Strongly agree 6 DK/NA 2 Agree q11c11 1 Strongly agree 3 Neither 2 Agree		5	Strongly disagree				Disagree
2 Agree q11c11 1 Strongly agree Agree		6	DK/NA			5	Strongly disagree
2 Agree q11c11 1 Strongly agree Agree	q11c3	1	Strongly agree			6	
3 Neither 2 Agree		2			q11c11	1	
]							
5 Strongly disagree DK/NA Disagree Strongly disagree Dtsagree Dtsa	1						, i
6 DK/NA 5 Strongly disagree							
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	Copy #31						

i	6	DK/NA			5	Strongly disagree
q11d1	1	Strongly agree			6	DK/NA
	2	Agree		q11e4	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11d2	1	Strongly agree			6	DK/NA
	2	Agree		q11e5	1 .	Strongly agree
	3	Neither		,	2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11d3	1	Strongly agree			6	DK/NA
4,,,,,	2	Agree		q11e6	1	Strongly agree
	3	Neither		4	2	Agree
	4	1			3	1 ·
	5	Disagree Strongly diagram			4	Neither
	6	Strongly disagree			5	Disagree
21144		DK/NA				Strongly disagree
q11d4	1	Strongly agree		21127	6	DK/NA
	2 .	1 0		q11e7	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11d5	1	Strongly agree			6	DK/NA
	2	Agree		q11e8	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11e1	1	Strongly agree			6	DK/NA
ĺ	2	Agree		q11e9	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
1	6	DK/NA			5	Strongly disagree
q11e2	1	Strongly agree			6	DK/NA
	2	Agree		q11e10	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q11e3	1	Strongly agree			6	DK/NA
	2	Agree	1	q11e11	1	Strongly agree
e Copy #32	3	Neither		1 4.101.	2	Agree
1	4	Disagree		1	3	Neither
	•	Disagree		[ŭ	Liverages

	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	q13	a1	1	Yes
	6	DK/NA			2	No
q11f1	1	Strongly agree	q13	a2	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	q13	3b1	1	Yes
	2	Agree			2	No
	3	Neither	q13	3b2	1	Not at all effective
	4	Disagree			2	Minimally effective
	5	Strongly disagree			3	Somewhat effective
	6	. DK/NA			4	Very effective
g11f3	1	Strongly agree			5	Extremely effective
41	2	Agree			6	DK/NA
	3	Neither	q13	3c1	1	Yes
	4	Disagree		- - ·	2	No
	5	Strongly disagree	01:	3c2	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	I -
	4	Disagree			6	Extremely effective DK/NA
	5			3d1	1	Yes
	6	Strongly disagree		oui	2	1
q11f5	1	DK/NA		3d2	1	No
41110	2	Strongly agree		JUZ	2	Not at all effective
	3	Agree			3	Minimally effective
	4	Neither			4	Somewhat effective
		Disagree				Very effective
	5 6	Strongly disagree			5 6	Extremely effective
21150	6	DK/NA		201	6	DK/NA
q11f6	1	Strongly agree	II I q1	3e1	1	Yes
	2	Agree		0-0	2	No
	3	Neither	q1	3e2	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
q11f7 Copy #33	_	Ligion	11 1		-	Lower

	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
1	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			3	Neither
Чты	2	Yes		4	Disagree
q13i2	1	No		5	_
41312	2	Not at all effective	q18	1	Strongly disagree
	3	Minimally effective	410	2	\$0 to \$25,000
	4	Somewhat effective		3	\$25,001 to \$100,000
	5	Very effective		4	\$100,001 to \$1 million
	6	Extremely effective		5	\$1 million to \$5 million
-40:4		DK/NA		6	\$5 million to \$100 millio
q13j1	1	Yes		7	\$100 million and above
-40:0	2	No	210		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
Copy #34	3	Somewhat effective		5	Strongly disagree
	4	Very effective		6	DK/NA
1	5	Extremely effective	q21b	1	Strongly agree

1	2	Agree	q2	2b	1	Strongly agree
1	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q21c	1	Strongly agree			6	DK/NA
	2	Agree	q2	2c	1	Strongly agree
Ì	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q21d	1	Strongly agree			6	DK/NA
1	2	Agree	_{a2}	22d	1	Strongly agree
	3	Neither			2	Agree
,	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	<u> </u>
q21e	1	1			6	Strongly disagree DK/NA
qzie	2	Strongly agree		22e	1	
	3	Agree		225	2	Strongly agree
		Neither			3	Agree
	4 .	Disagree				Neither
	5	Strongly disagree			4	Disagree
216	6	DK/NA			5	Strongly disagree
q21f	1	Strongly agree		001	6	DK/NA
	2	Agree	q;	22f	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q21g	1	Strongly agree			6	DK/NA
	2	Agree	9	22g	1	Strongly agree
	3	Neither	11 1		2	Agree
	4	Disagree			3	Neither
ŀ	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
q21h	1	Strongly agree			6	DK/NA
- [2	Agree	l q	23a	1	Strongly agree
	3	Neither			2	Agree
	4	Disagree			3	Neither
	5	Strongly disagree			4	Disagree
-	6	DK/NA			5	Strongly disagree
g22a	1	Strongly agree			6	DK/NA
	2	Agree		q23b	1	Strongly agree
	3	Neither			2	Agree
į	4	Disagree	11 1		3	Neither
1	5	Strongly disagree			4	Disagree
	6	DK/NA			5	Strongly disagree
e Copy #35	~	Lower			-	Loughly disagree

1 2 3 4 5 6 1 2 3 4 5 6 1 2 3 4 5	Strongly agree Agree Neither Disagree Strongly disagree DK/NA Strongly agree Agree Neither Disagree Strongly disagree DK/NA Strongly agree Agree Agree Agree Agree Agree Agree Agree Agree Agree Agree	q24b1 q24b2	6 1 2 3 4 5 6 1 2	DK/NA None 1 to 2 days 3 to 5 days 6 to 10 days More than 10 days DK/NA Not at all
3 4 5 6 1 2 3 4 5 6 1 2 3 4 5	Neither Disagree Strongly disagree DK/NA Strongly agree Agree Neither Disagree Strongly disagree DK/NA Strongly disagree DK/NA Strongly agree		2 3 4 5 6 1 2	1 to 2 days 3 to 5 days 6 to 10 days More than 10 days DK/NA Not at all
4 5 6 1 2 3 4 5 6 1 2 3 4	Disagree Strongly disagree DK/NA Strongly agree Agree Neither Disagree Strongly disagree DK/NA Strongly agree	q24b2	3 4 5 6 1 2	3 to 5 days 6 to 10 days More than 10 days DK/NA Not at all
5 6 1 2 3 4 5 6 1 2 3 4	Strongly disagree DK/NA Strongly agree Agree Neither Disagree Strongly disagree DK/NA Strongly agree	q24b2	4 5 6 1 2	3 to 5 days 6 to 10 days More than 10 days DK/NA Not at all
6 1 2 3 4 5 6 1 2 3 4	Strongly disagree DK/NA Strongly agree Agree Neither Disagree Strongly disagree DK/NA Strongly agree	q24b2	5 6 1 2	6 to 10 days More than 10 days DK/NA Not at all
1 2 3 4 5 6 1 2 3 4	DK/NA Strongly agree Agree Neither Disagree Strongly disagree DK/NA Strongly agree	q24b2	6 1 2	More than 10 days DK/NA Not at all
2 3 4 5 6 1 2 3 4	Strongly agree Agree Neither Disagree Strongly disagree DK/NA Strongly agree	q24b2	1 2	DK/NA Not at all
3 4 5 6 1 2 3	Agree Neither Disagree Strongly disagree DK/NA Strongly agree	q24b2	2	Not at all
3 4 5 6 1 2 3	Neither Disagree Strongly disagree DK/NA Strongly agree		2	
4 5 6 1 2 3 4	Disagree Strongly disagree DK/NA Strongly agree			Minimally
5 6 1 2 3 4	Strongly disagree DK/NA Strongly agree		o	Useful
6 1 2 3 4	DK/NA Strongly agree		4	Very useful
1 2 3 4	Strongly agree		5	Extremely useful
2 3 4			6	DK/NA
3 4		q24c1	1	None
4	Neither		2	i
	1		3	1 to 2 days
3	Disagree		4	3 to 5 days
6	Strongly disagree		5	6 to 10 days
	DK/NA			More than 10 days
1	Strongly agree	-04-0	6	DK/NA
2	Agree	q24c2	1	Not at all
3	Neither		2	Minimally
4	Disagree		3	Useful
5	Strongly disagree		4	Very useful
6	DK/NA		5	Extremely useful
1	Strongly agree		6	DK/NA
2	Agree	q24d1	1	None
3	Neither		2	1 to 2 days
				3 to 5 days
				6 to 10 days
6	DK/NA		5	More than 10 days
1	Strongly agree		6	DK/NA
	Agree	q24d2	1	Not at all
	Neither		2	Minimally
4	Disagree		3	Useful
5	Strongly disagree		4	Very useful
6	DK/NA		5	Extremely useful
1	None		6	DK/NA
2	1 to 2 days	q24e1	1	None
3	3 to 5 days		2	1 to 2 days
4	· ·		3	3 to 5 days
5				6 to 10 days
6	•			More than 10 days
1				DK/NA
		g24e2		Not at all
	1			Minimally
				Useful
•	1 . 0.7 000.01	I I I	·	I Osoidi
				•
				•
	2 3 4 5 6 1 2 3 4 5 6	Disagree Strongly disagree DK/NA Strongly agree Agree Neither Disagree Strongly disagree DK/NA None 1 to 2 days 3 3 to 5 days 6 to 10 days More than 10 days DK/NA Not at all Minimally Useful	Disagree Strongly disagree DK/NA Strongly agree Agree Neither Disagree Strongly disagree DK/NA None 1 to 2 days 3 3 to 5 days 6 to 10 days More than 10 days DK/NA Not at all Minimally Useful	4 Disagree 3 5 Strongly disagree 4 6 DK/NA 5 1 Strongly agree 6 2 Agree q24d2 1 3 Neither 2 4 Disagree 3 5 Strongly disagree 4 6 DK/NA 5 1 None 6 2 1 to 2 days 2 3 3 to 5 days 2 4 6 to 10 days 3 5 More than 10 days 4 6 DK/NA 5 1 Not at all 6 2 Minimally 4 3 Useful 2

5 6	Extremely useful	11 I			No training
6	axaomory acora.			2	A small amount
	DK/NA			3	A moderate amount
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
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
1	None	ĺ	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		1	4	A lot
5	More than 10 days			5	DK/NA
6 .	DK/NA		q26a4b	1	No training
1	Not at all			2	A small amount
2	Minimally			3	A moderate amount
3	Useful		Ì	4	A lot
4	Very useful			5	DK/NA
5	Extremely useful		q26a5a	1	No training
6	DK/NA				A small amount
1	Yes				A moderate amount
2	No		1	4	A lot
	<u> </u>				DK/NA
	1		q26a5b		No training
					A small amount
	-				A moderate amoun
					A lot
] .		.00.0		DK/NA
			q26a6a		No training
	1				A small amount
					A moderate amoun
					A lot
	i i				DK/NA
	4		q26a6b		No training
	l l				A small amount
	_				A moderate amoun
	i				A lot
	1		-00.7		DK/NA
	A lot		q26a7a	1	No training
5	DK/NA	- [[1	2	A small amount
	3 4 5 6 1 2 3 4 5 6 1 2 3 4 5 6 1	3 to 5 days 6 to 10 days More than 10 days DK/NA Not at all Minimally Useful Very useful Extremely useful DK/NA None 1 to 2 days 3 to 5 days 6 to 10 days More than 10 days DK/NA Not at all Minimally Useful Very useful Extremely useful DK/NA Not at all Minimally Useful Very useful Extremely useful DK/NA Not at all Minimally Useful Very useful Extremely useful DK/NA No training A small amount A hot DK/NA No training A small amount A moderate amount A moderate amount A lot DK/NA No training A small amount A moderate amount A lot DK/NA No training A small amount A moderate amount A moderate amount A lot DK/NA No training A small amount A moderate amount A moderate amount A moderate amount A moderate amount A moderate amount A moderate amount A moderate amount A moderate amount A moderate amount	3 3 to 5 days 4 6 to 10 days 5 More than 10 days 6 DK/NA 1 Not at all 2 Minimally 3 Useful 4 Very useful 5 Extremely useful 6 DK/NA 1 None 2 1 to 2 days 3 3 to 5 days 4 6 to 10 days 5 More than 10 days 6 DK/NA 1 Not at all 2 Minimally 3 Useful 4 Very useful 5 Extremely useful 6 DK/NA 1 Not at all 2 Minimally 3 Useful 4 Very useful 5 Extremely useful 6 DK/NA 1 Yes 2 No 3 Working on a certificate 4 Have one & working on another 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount	3 to 5 days 4 6 to 10 days 5 More than 10 days 6 DK/NA 1 Not at all 2 Minimally 3 Useful 4 Very useful 5 Extremely useful 6 DK/NA 1 None 2 1 to 2 days 3 3 to 5 days 4 6 to 10 days 5 More than 10 days 6 DK/NA 1 None 2 1 to 2 days 3 3 to 5 days 4 6 to 10 days 5 More than 10 days 6 DK/NA 1 Not at all 2 Minimally 3 Useful 4 Very useful 5 Extremely useful 6 DK/NA 1 Not at all 2 Minimally 3 Useful 4 Very useful 5 Extremely useful 6 DK/NA 1 Yes 2 No 3 Working on a certificate 4 Have one & working on another 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount 4 A lot 5 DK/NA 1 No training 2 A small amount 3 A moderate amount	3 to 5 days 6 to 10 days 5 More than 10 days 6 DK/NA 1 Not at all 2 Minimally 3 Useful 4 Very useful 5 Extremely useful 6 DK/NA 1 None 2 1 to 2 days 3 3 to 5 days 4 6 to 10 days 5 More than 10 days 6 DK/NA 1 None 2 1 to 2 days 3 3 to 5 days 4 6 to 10 days 5 More than 10 days 6 DK/NA 1 Not at all 2 Minimally 3 Useful 4 Very useful 5 Extremely useful 6 DK/NA 1 Not at all 7 Minimally 8 Useful 9 Very useful 9 Ca6a4b 1 Ca6a5b 1 Ca6a5b 1 Ca6a5b 1 Ca6a6b 1

	3	A moderate amount			5	DK/NA
}	4	A lot		₁ 26b1a	1	No training
	5	DK/NA			2	A small amount
q26a7b	1	No training			3	A moderate amount
	2	A small amount			4	A lot
	3	A moderate amount			5	DK/NA
	4	A lot		q26b1b	1	No training
	5	DK/NA			2	A small amount
q26a8a	1	No training			3	A moderate amount
	2	A small amount			4	A lot
	3	A moderate amount			5	DK/NA
ĺ	4	A lot		q26b2a	1	No training
	5	DK/NA			2	A small amount
q26a8b	1	No training			3	A moderate amount
	2	A small amount			4	A lot
	3	A moderate amount			5	DK/NA
	4	A lot		q26b2b	1	No training
	5	DK/NA			2	A small amount
q26a9a	1	No training			3	A moderate amount
	2	A small amount			4	A lot
	3 ,	A moderate amount			5	DK/NA
	4	A lot		q26b3a	1	No training
	5	DK/NA		•	2	A small amount
q26a9b	1	No training			3	A moderate amount
	2	A small amount			4	A lot
	3	A moderate amount			5	DK/NA
	4	A lot		q26b3b	1	No training
	5	DK/NA		•	2	A small amount
g26a10a	1	No training			3	A moderate amount
	2	A small amount			4	A lot
	3	A moderate amount			5	DK/NA
	4	A lot		q26b4a	1	No training
	5	DK/NA		•	2	A small amount
q26a10b	1	No training			3	A moderate amount
	2	A small amount			4	A lot
	3	A moderate amount			5	DK/NA
	4	A lot		q26b4b	1	No training
	5	DK/NA		•	2	A small amount
q26a11a	1	No training			3	A moderate amount
	2	A small amount			4	A lot
İ	3	A moderate amount			5	DK/NA
	4	A lot		q26b5a	1	No training
	5	DK/NA			2	A small amount
q26a11b	1	No training			3	A moderate amount
1	2	A small amount			4	A lot
	3	A moderate amount			5	DK/NA
	4	A lot		q26b5b	1	No training
1	-	Lyriot	H 1	-1	•	1140 ((a))(1)(9)
Copy #38						

1	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
- 1	3	A moderate amount	g32	1	Strongly agree
	4	A lot		2	Agree
	5	DK/NA		3	Neither
q26b6b		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		No training		3	Neither
1	2	A small amount		4	İ
	3	A moderate amount		5	Disagree Strangly disagree
	4	A moderate amount		6	Strongly disagree DK/NA
	5	DK/NA	q34	1	
q26b7b		I		2	Admin - specialized
q20b/L	2	No training		3	Admin - general
	3	. A small amount			Prof - engin/scien
		A moderate amount		4	Prof - other
	4	A lot		5	Tech - computer
0-7	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
00	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/Sc
	4	Disagree		6	DP - Demo Proj Prof
1	5	Strongly disagree		7	FO - Foreign Service Office
	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
1	5	Strongly disagree		4	\$57,001 to \$79,000
l l	6	DK/NA		5	\$79,001 to \$100,000

	6	More than \$100,000
q38	1	1 - 4
•	2	5 - 8
	3	9 - 12
	4	13 - 15
	5	SES or over 15
	6	DK
q39	1	
400	2	Less than HS
	3	HS cert/equiv
	4	HS grad
	5	Tech/bus school grad
	6	Some college
		Associate's degree
	7	Bachelor's degree
	8	Master's degree
. 40	9	Ph.D.or similar
q40	1	Less than 5 years
	2	5 - 10 years
	3	11 - 15 years
	4	16 - 20 years
	5 .	21 - 25 years
	6	26 - 30 years
	7	Over 30 years
q41	1	Never
	2	Less than 5 years
	3	5 - 10 years
	4	11 - 15 years
	5	16 - 20 years
	6	21 - 25 years
	7	26 - 30 years
	8	Over 30 years
q42	1	Can retire now
	2	1 - 3 years
	3	4 - 6 years
	4	7 - 10 years
	5	11 - 15 years
	6	Over 15 years
q43	1	Army
	2	Navy
	3	Defense (indep.)
	4	Energy
	5	GSA
	6	NASA
	7	VA
1	8	Treasury
	9	State
	10	EPA
•	. 5	1 LTA

	11	HHS
	12	SSA
	13	Transportation
	14	Other
q44	1	HQ
	2	Region
	3	Field
q45	1	Less than 5 years
	2	5 - 10 years
	3	11 - 15 years
	4	16 - 20 years
	5	21 - 25 years
	6	26 - 30 years
	7	Over 30 years
q46	1	Nonsupervisor
	2	Team Leader
	3	Supervisor
	4	Manager
	5	Executive



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. If you have further questions or comments about the survey please contact the project manager, Dr. Dee Ann Batten, at corsurvey@mspb.gov.

Thank you for your participation.

Steve Nelson, Director

Office of Policy and Evaluation

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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 \$25,0000.
- · 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	ı complete	the survey?

1. What type of contract-related experience do you have	ve? (Select one response.)
 I have no contract-related experience. We appreciate your cooperation. Please mail bac 	k the uncompleted survey in the envelope provided.
O I am a contracting officer (hold a warrant as CO). Please go to page 14 of the survey and answer q	uestions 34 to 45.
I have experience in contract-related activities, but I a Please continue with Part II below.	am not a contracting officer.
Part II: Your general contract-related experienc	e
2. For how many years have you been doing contract-related activities on a formal or informal basis? (Select one response.) O Less than one year O 1 - 2 years O 3 - 5 years O 6 - 10 years O 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):
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	 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 othe 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
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	 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 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 	8. Please select the perform your content that apply.) Oversee only orders Oversee multoners Provide overson of the about the about the selection of the selection of the sel	individuiple tasiall technall admire or moove wor	ng ac ual tas k orde ical ov nistrat re Fed k	sk orders or versig ive oversig ive oversideral e	es. (Sees. (Sees. (Sees.) deliver that ersight employ	delivery ry order nt vees doin	rs ng
	O Don't know							
	O Not applicable							
	Other (please specify):							
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- Spirit				CILICIDADA			***************************************	1
Pa	art III: Your specific contract-related experie	ıce						Ć,
	art III: Your specific contract-related experies							
	art III: Your specific contract-related experient. When working on contract-related activities, what is which you do the following tasks?		FRE	QUEN	ICY C	F DO	ING TAS	< sĸ
	. When working on contract-related activities, what is		FRE	199		, /	ING TAS	K X X
10	. When working on contract-related activities, what is which you do the following tasks?	the frequency with		199		, /	ING TAS	K A A A A A A A A A
10	. When working on contract-related activities, what is which you do the following tasks? Contract-related tasks	the frequency with	(Rately S	These	2699/	/se	ING TAS	K elegable
10	. When working on contract-related activities, what is which you do the following tasks? Contract-related tasks Pre-award phase:	the frequency with htracted	© Rarely	Sometimes	Frequently	Always	Don't know or	K K K
10	. When working on contract-related activities, what is which you do the following tasks? Contract-related tasks Pre-award phase: 1. Recommend or decide what specific work is to be co 2. Establish requirements, prepare requirements documents	the frequency with htracted	© © Rarely	© Sometimes	• Frequently	@ Always	© Don't know or	K Allcable
10	. When working on contract-related activities, what is which you do the following tasks? Contract-related tasks Pre-award phase: 1. Recommend or decide what specific work is to be co 2. Establish requirements, prepare requirements documer of work (SOW's)	the frequency with Intracted	© © Rarely	© Sometimes	Frequently	© © Always	(a) (b) Don't know or	K Sk Sk
10	. When working on contract-related activities, what is which you do the following tasks? Contract-related tasks Pre-award phase: 1. Recommend or decide what specific work is to be co 2. Establish requirements, prepare requirements documer of work (SOW's) 3. Conduct market research to define requirements or to contractors.	the frequency with htracted	© © © Rarely		(a) (b) Frequently	. © © Always	(e) (e) (f) Don't know or	K K 6
10	When working on contract-related activities, what is which you do the following tasks? Contract-related tasks Pre-award phase: 1. Recommend or decide what specific work is to be co 2. Establish requirements, prepare requirements documer of work (SOW's) 3. Conduct market research to define requirements or to contractors. 4. Assess contractor past performance.	the frequency with Intracted	© © © Rarely	© © © © Sometimes	(a) (b) (b) Frequently	O	(a) (a) (b) (b) (b) (c) (c) (c) (c) (c) (c) (c) (c) (c) (c	K S S S S S S S S S
10	When working on contract-related activities, what is which you do the following tasks? Contract-related tasks Pre-award phase: 1. Recommend or decide what specific work is to be co 2. Establish requirements, prepare requirements documer of work (SOW's) 3. Conduct market research to define requirements or to contractors. 4. Assess contractor past performance. 5. Help determine contract method and/or type	the frequency with Intracted	(a) (b) (c) (c) (c) (c) (d) (d) (d) (d) (d) (d) (d) (d) (d) (d	© © © © © sometime.	(a) (b) (c) (c) (c) (c) (c) (c) (c) (c) (c) (c	© © © @ 10 ©	(a) (a) (b) (b) (b) (c) (c) (c) (c) (c) (c) (c) (c) (c) (c	SK Pigespie

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9. Estimate costs, calculate initial Government's cost estimate

10. Develop and/or apply proposal review criteria

·		FRE	QUEN	ICY (OF DOI	NG TAS	3K
Contract-related tasks (continued)		1			<u> </u>		cable.
A. Pre-award phase (continued):	Never	Rarely	Sometil	Freque	Always	Don't know	[
11. Communicate with contractors prior to award	(i)	②	. 3	4	⑤	6	
12. Participate in contractor selection process	① .	2	3	4	③	6	
13. Other (please specify):	①	2	3	4	⑤	6	

B. Post-award phase:

р, г	ost-award phase:	E 1						
· 1.	Approve and/or certify funds for contracting actions, request de-obligation of funds	①	2	③	④	(5)	6	
2.	Review contractor employee resumes, ensure personnel security	· ①	2	<u>(</u>	((a)	(6)	
	·))			l
3.	Review and/or approve contractor work plans	0	2	③	4	⑤	6	
4.	Review and/or approve invoices	① :	2	3	4	(3)	6	
5.	Act as liaison between contractor and contracting officer, or between contractor and management	9	2	③	4	(5)	6	
6.	Monitor the day-to-day work of contractor	9	2	③	4	(5)	6	
7.	Provide technical guidance or interpretation of technical requirements to contractor	(1)	2	<u>@</u>	4	(9)	6	
8.	Evaluate and/or certify the performance of the contractor	.	2	®	4	(3)	6	
9.	Conduct program management reviews	. ①	2	3	4	⑤	6	
10	Manage contractor use of or access to Government property and facilities	. 🕤	2	3	4	(8)	6	
11	Assist in meeting the Government's contractual obligations to the contractor	. ①	2	3	4	5	(6)	
12	. Report suspected conflict of interest and/or fraud, waste, and abuse	. 0	2	(a)	4	⑤	6	
13	. Coordinate and track deliverables	. do	2	③	4	⑤	6	
14	. Track and report contract delays	①	2	3	4	(S)	6	
15	. Review and accept or reject deliverables	. 0	2	<u> </u>	4	⑤	6	
16	. Determine and/or certify that new work is within scope of contract, or that scope needs to be modified	188.00	2	3	•	(5)	6	
17	. Suggest, initiate, and/or recommend contract changes or modifications	. O	2	③ .	4	⑤	6	
18	Document contract actions, ensure appropriate contract records are maintained Supervise others who do one or more of the tasks listed above		2	.0	4	⑤	6	
0 6 6 19	. Supervise others who do one or more of the tasks listed above	. o	2	3	4	⑤	6	
∄ Reference Con	Other (please specify):	. ①	2	3	4	(5)	6	-
IATION	-4-							1
AL ARC	· · ·							
3AIH.								

contract-related tasks:	<u> </u>	Sept. J			EMEN
Factors that impact your contract-related activities			gree,	, /ee	. /
A. Factors related to you:	Strongly	Agree	Neither agree	Disagree	Strongly disagree
1. I have enough time to devote to contract-related work	@	2	(③	4	(5)
I have the necessary contracting expertise or training to perform my contract-related activities	. 🗇	2	(3)	4	⑤
I have the necessary technical or functional expertise to perform my contract-related activities	. 0	2	3	4	5
I have the necessary organizational skills to perform my contract- related activities	. ①-	2	3	4	.⑤
I have the necessary ability to handle details to perform my contract- related activities	•	2	3	4	⑤ '
I have the necessary communication skills to perform my contract- related activities	. 🕞	2	3	4	⑤
7. I have the necessary interpersonal skills to perform my contract-related activities		2	3	4	(5)
I have the necessary flexibility and creativity to perform my contract- related activities		2	3	4	9
9. I am able to perform my contract-related activities in accord with public service and contract ethics	()	②	3	4	⑤
My work location in relation to where the contract work is performed facilitates my ability to perform my contract-related activities		2	3	4	<u>(a)</u>
11. I have the authority to do what I need to do to perform my contract-related activities		2	3	4	(5)
12. Other (please specify):	. ①	2	③	4	⑤ .
B. Factors related to agency management:					
My supervisor provides the support I need	. ①:	2	· ③,	4	(5)
Higher level managers provide the support I need	. ①	2	(a)	4	(S)
Agency executives provide the support I need	. o:	2	<u>③</u>	4	(S)
Informal connections between the contractor and my agency or agency leadership facilitate my job		2	3	4	6
5. My agency's selection of work to be contracted is appropriate	. •	2	3	4	(3)
6. My agency has functional and effective mechanisms for holding contractors accountable ence Copy #45 - 5 -	(a)	2	3	4	(5)
ence Copy #45 - 5 -	Pi	ease	cont	inue	on the

11. Other (please specify): ______

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(5)

(6)

1

2

J	Factors that impact your contract-related activities (continued)			agree	gree e		OW OF
D.	Factors related to Federal employees you work with on contract-related issues other than the CO, or your supervisors/managers:	Strongly	Agree	Neither agree	Disagree	Strongly disagree	Don't know or
	Other Federal employees have the necessary skills and knowledge to perform their contract-related work	.O	2	3	4	⑤	6
	Other Federal employees are available when they are needed to perform contract-related work	0.	2	③	4	(5)	6
	There is a Federal employee available that I could go to with contract-related questions	①	2	3	4	(5)	6
	Other Federal employees' actions are in accord with public service and contracting ethics	①	2	③	4	⑤	6
	5. Other (please specify):	①	2	3	4	(5)	6
E.	Factors related to the contractor or contractor employees:						
	Contractor employees have necessary skills and abilities	①	2	3	4	(5)	(a)
	Contractor employées show necessary creativity	9	2	3	4	⑤	6
	Contractor employees show necessary initiative	_O	2	3	4	③ ;	6
	4. Contractor employees have good work habits	①	2	3	4	5	6
	5. Contractor supervises their own employees well	10	2	3	4	⑤	6
	6. Contractor employees have positive impact on my work environment	. 0	2	3	4	⑤	6
	7. Contractor employees follow through	. ①	2	3	4	(5)	6
	.8. Contractor employees' actions are in accord with contracting ethics	. ⊕	2	3	4	9	6
	9. Contractor employees are available to work and/or respond to me when necessary	. ①	2	3	4	⑤	6
	10. Contractor employees communicate well	. ⊕	2	3	4	.(5)	6
	11. Contractor employees conduct themselves appropriately in the workplace.	. O	2	. @	4	(5)	6
	12. Other (please specify):	. ①	2	3	4	6	6
F	. Factors related to contracting laws, regulations and systems:						
	The legal and regulatory systems for contracting are appropriate and effective	. a	2	3	4	(<u>s</u>)	6
	The administrative and operational requirements of contracting are appropriate and effective	. 0	2	0	4	. ⑤	6
aro-	oa Cony #47	P	lease	e cont	inue	on the	e next pa
eren	2. The administrative and operational requirements of contracting are appropriate and effective	•					

			EMENT	ENT			
Factors that impact you contract-related activities (continued)			agree	gree /	، کے	n't know or application	elable.
F. Factors related to contracting laws, regulations and systems:	Strong agree	Agree	Neither Por di	Disagre	Strong disagre	Don't k not app	/
The rules and regulations for selecting what is to be contracted are effective	①	2	3	4	5	⑤	
4. The mechanisms available to inspect deliverables and services are effective	(2	3	4	(3)	6	
5. The mechanisms available to hold contractors accountable are effective	① ·	2	3	4	(5)	6	
6. There are enough contractors available to do the work we need done	9	2	3	4	③	6	
7. Other (please specify):	9	2	3	4	(a)	6	

- 12. In the last two years, have you had problems or challenges with a contract or in performing your contract-related duties?
 - O Yes, go on to the next question

 - O No, go to question 14
 O 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	/	Tool	,	Effectiveness of action					
	actions you have taken, mark how effective they have been in resolving the problem:		this actio	n / L	effective Minimally effective	Somewhat effectiwat	Very	Extremely effective	Don't know or not applicable	
	Possible actions	Yes	/ ¾	/ /ò	• <u>*</u> • • • • • • • • • • • • • • • • • •	Son	\	Ext. effe.	Dog	
	a. Discussed problem with contractor	0	N	①	2	3	4	©	6	
	b. Discussed problem with Contracting Officer	8	N	- -	2	<u>(</u>	4	(5)	6	
,	c. Discussed problem with my supervisor			9		9		9		
	d. Discussed problem with higher level managers	8	N	(e	2	3	4	(5)	6	
	e. Provided documentation to the Contracting Officer	⊗	N	C	2	3	4	(5)	6	
	f. Provided documentation to my supervisor or higher level managers	®	(N)	(1)	2	<u></u>	4	6	6	
	g. Rejected deliverable or service	· (Y)	N	ପ	@	3	4	.⑤	6	
	h. Rejected or suspended payment on deliverable or service	0	(8)	0	@	ීම.	4	5)	6	
	i. Prevented contract employee from entering the workplace	⊗.	N	ଡ	2	<u>.</u> @	•	⑤	6	
	j. Contacted legal authorities about contractor behavior	9	100	ଜ	2	3	4	(5)	6	
	k. Reported problem to Inspector General	(9)	N	ব). ②	3	4	5	6	
REPRO	I. Recommended termination of the contract	9	100	ଡ	2	<u>_</u>	4	(5)	6	
) DUCED A	m. Other (please specify):	9	(9)] [6	2	3	4	(5)	6	
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ICHIVE!										

14. All things considered, how successful are you in carrying out your contract-related activities? O Not at all successful O Minimally successful O Successful O 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.)	18. How much money is generally involved in the contracts on which you typically work? (Select one response.)
 Commercial items Commercial items with modifications Support services (e.g., personnel, finance, or other administrative) Support services (e.g., facilities operations, utilities, environmental) 	 \$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
 Professional management services or consulting Technical analytical services Major end items such as weapon systems Technology hardware or systems 	O 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.)
 Technology software Research and development Construction or construction services Other (please specify): 	 ○ Less than 1 year ○ Up to 2 years ○ Up to 3 years ○ Up to 4 years ○ Up to 5 years
 17. What kinds of pricing arrangements are used for the contract(s) on which you typically work? (Select all that apply.) Fixed price 	 More than 5 years Which of the following categories apply to the contractors with which you typically work? (Select all that apply.)
 Cost reimbursable Time and material and/or labor hours Indefinite deliver/indefinite quantity (IDIQ) Interagency agreement Performance based 	 Large businesses Small businesses Minority owned businesses Woman owned businesses Historically Underutilized Business (HUBzone)
O Don't know, not sure Other (please specify):con't.	Other (please specify): O Don't know con't.
21. Rate the contract(s) on which you typically work in terms of the following descriptors:	AGREEMENT
Contract descriptors	Strongly agree Neitheragree Nordisagree Strongly disagree Strongly disagree not applicable
a. Significant b. Visible c. Expensive d. Complex e. Political f. Legally mandated g. Technical h. Successful	
eierence Copy #49	- 9 -

22. Rate your agreement with each of the following statements about	[Α	GREE	MENT		/
the outcomes of the contract(s) on which you typically work:	Strongly	4gree	ther agree	Disagree	Strongly lisagree	Don't know or	Birns /
Contract outcomes	Stron	/ Ag	Neither nor dis	\ a		Por	
a. Deliverables or services were completed on time	①	②	ල.	4	5	6	
b. Deliverables or services were of high quality	①	2	③	4	(5)	6	
c. Deliverables or services were complete when submitted	①	2	<u>.</u>	4	(5)	6	
d. Deliverables or services contributed to the agency mission	①	②	ල .	4	®:	6	
e. Cost of deliverables or services was fair and reasonable	Θ	2	③	4	(5)	6	
f. The contract resulted in good value	•	2	<u>@</u>	4	(5)	6	
g. Other (please specify):	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	AGREEMENT								
statements about your training:		1	/se	, _e /		/ v o /			
Contract outcomes	Nou.	/ ,	Neither agre	Disagree	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	t Know			
a. I have enough training in contract-related issues to do my contract-related activities	Strongly agree	_				Don't know or applicable			
	9	2	3	4	6	6			
b. I have enough training in my technical or functional area to do my contract-related activities	•	2	3	4	(5)	6			
c. I have more contract-related training than I need	①	2	3	4		6			
d. I have more technical or functional training than I need	①	2	.0	4	(5)	6			
e. I am able to maintain my proficiency in contract-related issues	. ①	2	3	4	⑤	6			
f. I am able to maintain my proficiency in my technical or functional area	•	2	3	4	⑤	©			
g. My agency ensures I get the training I need in contract-related issues	①:	2	3	4	3	6			
h. My agency ensures I get the training I need in my technical or functional area	1	2	<u>.</u>	4	:: (5)	6			

24. Amount and usefulness of contract-related training:

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

<u>AND</u>	_												
How useful was the training to you?			Amo	ount o	1 L	Usefulness of training							
now ascial was the training to you;		1 to 2 da	3 to 5 days	6 to 10 d=	than /	Don't know or not applicable	lie,	Jally /			Vieu		
Types of training	None	1602	3 to 5	6 to 1	More than	Pon't	Not at all	Minimally Useful	Userul	Very	Extremels useful		
a. Formal vendor-provided classroom training	. O	2	.3	4	(5)	6	(D)	2	③	4	(5)		
b. Formal agency-provided classroom training	. O	2	0.	4	⑤	6	0	2	3	4	(5)		
c. Computer-based or other technology based training	•	2	3	4	⑤	6	0	2	3	4	ெ		
d. Self-paced learning	. ①	2	③	4	⑤	6	0	2	3	4	(5)		
e. On-the-job training or experience	. ①	2	3	4	6	6	•	2	3	4	6		
f. Seminars, workshops, or conferences	. ①	2	(3)	4	<u>.</u>	6	①	2	3	4	6		
g. Other (please specify):	. ①	2	③	4	(5)	6	①	2	3	4	<u> </u>		

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

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O No

O Working on a certificate

O Have a certificate and working on another certificate

O 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.

<u>AND</u>

	this area to effectively perform your contract-related activities.	/	t		nount		7/	Amount of training needed			
	Specific Training	No training	1,0	<u>/</u> e	List	Don't know or not applicable	No trainit	1]ge	1,3393	Don't Know or not applicable
	A. Contract-related skills and topics	/ % 	A S	4 n	A 10¢	Por not	<i>\</i>	A s	A # 6	A lot	Dor.
	Contracting law and regulations, including rules of competition and method and type of contracting	1	Q	3	•	(5)	1	@	3	3	5
	Government "agency," including the limitations and requirements of representing the government, "implied agency" and communications with contractors	1	® -	3	a	5	1	@	3	•	§
	Ethics of contracting, including conflicts of interest and security of information	1	@	3	@	(5)	1	@	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	@	3	•	(5)	1	@	3	4	(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	· @	3	4	(5)	1	@	3	•	(S)
	Price and cost determinations, including establishing the Government's initial cost estimate, and determining prices and fees	1	· ·	3	•	5	①	@	3	•	⑤
	 Monitoring contractor performance, including providing technical guidance, assessing quality and timeliness, and making scope determinations, etc. 	1	2	3	(4)	§	①	@	3	4	(5)
	Processing contracting actions, including task orders, invoices, change actions, modifications, ratification, etc.	1	@	3	@	S	1	@	3	4	(5)
	Documentation, including tracking orders, deliverables, timesheets, and other record keeping	1	@	3		5	1	@	3	.	5
REPRODU	Contract close-out, terminations, and appeals and protests	0	@	3	•	5	1	②	3	•	5
ICED AT TH	11. Other (please specify):	0	@	3	4	5	1	2	③	•	(5)
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	/			nount		_/_/	/ / Amount of /					
	/	1	traini	ng rec		//	/ / training needed					
Specific Training (continued)	No training or exp	all.	A moderate		Don't know or not applicable	No training or expect	all ce	A moderate	* / ·	Don't know or	al al al al al al al al al al al al al a	
B. Other skills and competencies	No tra	A small	A mo	400	Don't	No tr	A small amount	A mo	A 10¢	Don't	f.	
Technical knowledge and skill, including proficiency in your field or functional area, and knowledge of the latest developments in your field	1	@	3	•	(5)	①	@	3	•	\$		
Oral and written communication to convey facts and ideas, prepare official documents, etc	. ①	0	3	④	(5)	①	@	3	•	(5)		
Interpersonal skills, including leading and motivating others, and encouraging diversity and respect for others	. ①	@	3	. 4	6	1	2	3	•	(5)		
Organizational skills, including multitasking, setting priorities, balancing competing demands, and keeping records	. ①	@	3	4	(5)	1	2	3	4	⑤		
 Adaptability, flexibility, resilience, change management, stress management, etc	. ①	@	3	4	(5)	1	2	3	•	5		
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	@	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 act	ivities?
	(Select one response.)	

01-25%

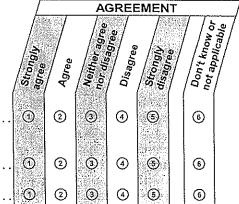
O 26 - 50%

O 51 - 75%

O 76 - 100%

O 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 .

30. My contra

Please continue on the next page.

	\perp		A	GREE	MENT		
	rongly	⁴ gree	ither agree	Disagree	rongij. agree	Don't know or not applicable	/
31. If my contract-related activities became a larger part of my job,	/ to &	/ ₹	/≅@	/ Ā /	/ઝું ફું/	\g \bar{\rho}{\rho}	
and my grade and pay remained the same, I would want to remain in my current position	œ	2	3	4	(5)	6	
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		3	3	4	6	6	
33. My contract-related activities make me want to remain in the civil service after I am eligible to retire	①	2	'3	4	⑤	6	
art VII: Demographics:						· · · · · · · · · · · · · · · · · · ·	

	<u> </u>	
34.	What is your occupational category? (Select one response.)	36. What is your current pay plan? ○ Federal Wage System
	O Administrative - specialized (e.g. finance and	O GS - General Schedule
	, , ,	○ GM or GG - similar to GS
	HR mgt.)	
	Administrative - general or management	○ BB - Nonsupervisor - Negotiated pay
	O Professional - engineering or scientific	
	O Professional - other	O DB or DR or ND - Demonstration Project
	○ Technical - computer related	Engineers or Scientists
	O Technical - other	O DP - Demonstration Project Professional
	O Support (clerical or maintenance)	O FO - Foreign Service Officer
	O Support - other	FP - Foreign Service Personnel
	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.)	 IR - IRS Broadband classification and pay NH - DOD Acquisition Demonstration project Professional NT - Demonstration project Administrative or Technical
		O VM - Veterans Affairs medical and dental
		O THE TOTAL THE HOUSE AND GOTTER
	0000	OVN - Veterans Affairs nursing
	0000	Other plan or code: Please specify below:
	0000	Contact plant of codor it loads opposity bolon.
	333	
	$\Theta \Theta \Theta \Theta$	O Don't know
	5 6 6	© = 0.74
	0000	•
	0000	
	3000	
	999	

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	Can retire now 1 - 3 years 4 - 6 years 7 - 10 years 11 - 15 years Over 15 years
38. What is your current GS or GS Equivalent Grade?	43. What agency do you work for? (Select one response.) O Department of the Army
 ○ 1 - 4 ○ 5 - 8 ○ 9 - 12 ○ 13 - 15 ○ SES or over grade 15 ○ Don't know 	 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
39. What is your highest education level?	Department of the TreasuryState Department
 ○ 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 	 Environmental Protection Agency Department of Health and Human Services Social Security Administration Department of Transportation Other (please specify):
○ Master's degree "	44. Where do you work? (Select one response.)
O Ph.D., M.D., J.D. or other professional degree	○ Headquarters○ Region○ Field
40. How long have you worked for the Government as a civilian?	
O Less than 5 years	45. How long have you worked for your agency?
 ○ 5 - 10 years ○ 11 - 15 years ○ 16 - 20 years ○ 21 - 25 years ○ 26 - 30 years ○ Over 30 years 	 ◯ 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	Over 50 years
as a member of the military?	46. What is your supervisory status? (Select one response.)
 ○ Never ○ Less than 5 years ○ 5 - 10 years ○ 11 - 15 years ○ 16 - 20 years ○ 21 - 25 years ○ 26 - 30 years ○ Over 30 years 	 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

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6. What other comments do you have about your contracting activities or experiences or what suggestions of have for improving contracting to get better results?	uoy ob
	
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Comments may also be sent to www.corsurvey@mspb.gov	

THANK YOU for your participation in this study.

Please return the completed survey in the prepaid envelope to the Merit Systems Protection Board in care of:

RESEARCH APPLICATIONS, Incorporated ATTN: MSPB-CORSURVEY 414 Hungerford Drive, Suite 220 Rockville, MD 20850-4125

Study updates will be posted periodically at www.mspb.gov in the "STUDIES" section.

