



**U.S. ARMY MEDICAL RESEARCH
AND MATERIEL COMMAND**

**PERSONNEL DEMONSTRATION PROJECT
FOLLOW-UP SURVEY**

MAY 24, 2000



Executive Summary

The U.S. Army Medical Research and Materiel Command (USAMRMC) implemented its Personnel Demonstration Project (PDP) on June 7, 1998. During the first year of the project, personnel received information and briefings about the new personnel procedures under the PDP, developed performance objectives, and civilian participants received their first pay-for-performance evaluations and payouts in accordance with the new procedures.

The Commanding General (CG), USAMRMC, tasked the PDP Manager to conduct a baseline survey of all civilian employees and their supervisors participating in the PDP. The results of the PDP Baseline Survey, October 15, 1999, were published and are available on the PDP section of the USAMRMC website. The primary goal of this follow-up survey was to examine whether, and if so, how employee attitudes toward the PDP had changed as a result of the respondents' greater experience with the PDP gained since administration of the Baseline PDP Survey.

A total of 1,151 USAMRMC PDP Follow-Up Surveys were mailed to civilian employees and military supervisors in December 1999. Of these surveys, 456 were returned for scoring. The results are summarized as follows:

Knowledge of the PDP

Compared to the baseline survey, respondents to the follow-up survey reported greater exposure to PDP information across most organizations. There was a uniform general increase in familiarity with the provisions of the PDP. Nearly 60% of respondents reported experience with all five of the experience items included in the survey.

Civilian Employee Views of the PDP (Section III)

Compared to the baseline survey, civilian employees appear to be generally more favorable toward the PDP, somewhat more favorable toward pay-for-performance, and slightly more favorable toward position classification. Despite the improvements in overall opinions toward the PDP, unfavorable reactions still outnumber favorable reactions, and there remains a sizable neutral or undecided group. Performance evaluation finds more favorable reactions, but also more negative reactions, with positive responses outnumbering negative responses. For the majority of organizations, there is a strong and consistent positive relationship between employee satisfaction with the performance payout and reactions to all aspects of the PDP.

Supervisor and Manager Views of the PDP (Section IV)

Supervisor and manager reactions to the PDP in general, for pay-for-performance, position classification, and performance evaluation have become more favorable in comparison to the results from the baseline survey. In general, negative reactions decreased and there is still a sizable neutral or undecided group.

Responses to Specific Questions

Well over 60% of civilian employees disagreed with the statement that their organization had not provided them with enough information about the PDP and that they have insufficient information to judge how the PDP will affect them. This represents a 10% improvement over the baseline survey, indicating that employees are being better informed about the PDP.

There was a 11% reduction in the number of people that disagreed with the statement that the PDP has improved morale although a majority still disagree with the statement; 30% agree with the statement that they generally favor the PDP, a 11% improvement from the baseline, and 38.8% disagree, a 10% reduction from baseline. There is little change in the percentage (slightly over 50%) of civilians that disagree with the statement that performance evaluation under the PDP is an improvement on the Total Army Performance Evaluation System (TAPES).

Among supervisors, there was a 12% increase (13% to 25%) in those that agreed with the statement that the PDP will help them be more effective supervisors and a 9% reduction (46% to 37%) in those that disagreed.

Factors in Job Satisfaction

There was virtually no change in the ranking of factors in job satisfaction, and the percentages for most important and least important factors in the baseline and the follow-up survey were very similar.

Written Comments on the PDP

The last section of the survey provided an optional opportunity for each respondent to write in both favorable and unfavorable comments about the PDP. Over 55% of surveys contained written comments. Comments on the follow-up survey tended to be shorter than those on the baseline survey. There continue to be comments concerning uncertainty and insecurity about the PDP. There is some expressed concern that the pay pools will be reduced and that reductions in force will occur. The most unfavorable comments came from employees who were dissatisfied with their first evaluation or payout under the PDP.

There is general support for pay-for-performance and pay banding under the PDP although there were specific concerns, such as those about “caps” on pay for those who were formally GS13s and GS14s, and about reaching the limit of a pay band and not being able to move to the next pay band.

There were repetitions of concerns about favoritism and subjectivity regarding the performance evaluation system, as seen on the baseline survey. These concerns were mostly focused on the potential for inconsistency and inequities across organizations, rather than outright misuse of the evaluation system. There was concern that some performance elements were irrelevant for some job categories.

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U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND PERSONNEL DEMONSTRATION PROJECT FOLLOW-UP SURVEY

Introduction

The U.S. Army Medical Research and Materiel Command (USAMRMC) implemented its Personnel Demonstration Project (PDP) on June 7, 1998. During the first year of the project, personnel received information and briefings about the new personnel procedures under the PDP, developed performance objectives, and civilian participants received their first pay-for-performance evaluations in accordance with the new procedures during 1999.

The Commanding General (CG), USAMRMC, tasked the PDP Manager to conduct a baseline survey of all civilian employees and their supervisors participating in the PDP. The PDP Team oversaw development of a questionnaire with the following objectives:

- Determine the level of employee exposure to and perceived knowledge of the provisions of the PDP
- Determine the views of the civilian workforce toward the provisions of the PDP
- Determine the views of supervisors and managers toward the provisions of the PDP
- Determine key factors influencing job satisfaction among participants in the PDP
- Analyze the findings by organization and employee characteristics

The questionnaire consisted of a six-page form with five pages of questions. The final page of the survey contained optional items that asked for an evaluation of the questionnaire and for written comments on what the survey respondent felt were the favorable and unfavorable aspects of the USAMRMC PDP. The baseline survey instrument was distributed to all civilian employees and their supervisors (civilian and military) in April 1999. The results of the PDP Baseline Survey, October 15, 1999, were published and are available on the USAMRMC website.

The primary goal of this follow-up survey was to examine whether, and if so, how employee attitudes toward the PDP had changed as a result of the respondents' greater experience with the PDP gained since administration of the Baseline Survey.

A total of 1,151 USAMRMC PDP Follow-Up Surveys were mailed to civilian employees and their supervisors in December 1999. The organizations, number of employees receiving the survey document, and percentage of respondents are identified in Table 1.

Table 1. Distribution of the PDP Follow-Up Survey

Organization	Number of Employees Receiving Surveys	Number of Surveys Returned	Respondents (%)
Headquarters, U.S. Army Medical Research and Materiel Command (HQ, USAMRMC)	94	46	48.9
U.S. Army Aeromedical Research Laboratory (USAARL)	53	26	49.1
U.S. Army Health Facility Planning Agency (USAHFPA)	25	15	60.0
U.S. Army Institute of Surgical Research (USAISR)	58	23	39.6
U.S. Army Medical Materiel Agency (USAMMA)	153	59	38.6
U.S. Army Medical Materiel Development Activity (USAMMDA)	35	18	51.4
U.S. Army Medical Research Acquisition Activity (USAMRAA)	92	37	40.2
U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID)	230	64	27.8
U.S. Army Research Institute of Environmental Medicine (USARIEM)*	88	50	56.8
U.S. Army Center for Environmental Health Research (USACEHR)	11	8	72.7
Walter Reed Army Institute of Research (WRAIR)	312	104	33.3
Unidentified		6	
Total	1,151	456	39.6

A total of 456 completed PDP follow-up survey forms (39.6% of those mailed) were received by the evaluator. On 324 of the returned questionnaires, respondents identified themselves as having responded to the baseline survey as well, while 83 respondents identified themselves as not having responded to the baseline survey (74 follow-up questionnaires were returned with no response to this question). Nearly one-fourth (22.8%) of the follow-up questionnaires received were returned by WRAIR employees, and nearly half (47.8%) of those returned were from employees at WRAIR, USARIEM and USAMRIID.

The questionnaire used in the follow-up survey (Appendix A) for the most part conformed to that used in the baseline survey (Appendix B). It was also structured as a six-page form with five pages of questions in five sections:

- Section I: Information about Employee
- Section II: Employee Knowledge of the Provisions of the PDP
- Section III: Civilian Employee Reactions to the PDP
- Section IV: Supervisor /Manager Reactions to the PDP (for civilian and military supervisors and managers)
- Section V: Factors in Job Satisfaction

With the few exceptions listed below, questions and the provided response categories in the follow-up survey were identical in phrasing and sequence to those in the baseline survey document.

- Five questions from the baseline survey instrument (questions 2, 44, 106, 107, and 108) do not appear in the follow-up survey instrument.

- The order of questions 6 and 7 in the baseline survey instrument was reversed for the follow-up survey (questions 5 and 6).
- Nine questions that were not asked in the baseline survey were included in the follow-up survey form (questions 16, 17, 29, 30, 31, 32, 83, 84, and 85).

For purposes of analysis, the questionnaire items were grouped by category and summarized in terms of scales. The topical areas for related questions or scales are listed as follows:

- Training and Knowledge (Sections I and II)
 - ◆ Level of exposure to PDP training and reference resources: Sum of affirmative responses to questions 10 through 19 (questions 11 through 18 in the baseline survey)
 - ◆ Level of knowledge: Average of responses in Section II, questions 34 through 50 (questions 28 through 45 in the baseline survey)
 - ◆ Perceived knowledge by supervisor: question 33 (question 27 in the baseline survey)
 - ◆ Experience with the PDP: Sum of affirmative responses to questions 23 through 27 (questions 22 through 25 in the baseline survey)
- Employee Reactions (Section III)
 - ◆ Pay-for-performance: Summarized coded responses to questions 51, 52, 55, 61, 76, and 77 (questions 46, 47, 50, 56, 71, and 72 in the baseline survey)
 - ◆ Performance evaluation: Summarized coded responses to questions 57, 70 through 73, 75, 80, and 82 (questions 52, 65 through 68, 70, 75, and 77 in the baseline survey)
 - ◆ Position classification: Summarized coded responses to questions 53, 54, and 79 (questions 48, 49, and 74 in the baseline survey)
 - ◆ General reactions: Summarized coded responses to questions 59, 60, 64, 69, and 78, plus new question 84 (questions 54, 55, 59, 60, 64, and 73 in the baseline survey)
- Supervisor and Manager Reactions (Section IV)
 - ◆ Pay-for-performance: Summarized coded responses to questions 86, 88, 92 through 94, 98, and 100 (questions 78, 80, 84 through 86, 90, and 92 in the baseline survey)
 - ◆ Performance evaluation: Summarized coded responses to questions 89, 95, 96, and 99 (questions 81, 87, 88, and 91 in the baseline survey)
 - ◆ Position classification: Summarized coded responses to questions 90 and 91 (questions 82 and 83 in the baseline survey)
 - ◆ General reactions: Summarized coded responses to questions 87 and 101 through 103 (questions 79 and 93 through 95 in the baseline survey)
 - ◆ This report summarizes results from the follow-up survey and compares them with results from the baseline survey.

Analysis of Results

The method for computing overall scores for the four categories of questions (pay-for-performance, performance evaluation, position classification, and PDP in general) from Sections III and IV was modified in this report to permit better visualization of small shifts in the number of positive or negative responses between the baseline and follow-up surveys. In the baseline report, an average score was computed and rounded to the nearest integer for each subject and for each category. In this follow-up report, all responses for all subjects are tallied without averaging and rounding. This method is more robust in that it tends to better represent minority opinions and permits more extreme scores, both favorable and unfavorable. The overall effect, statistically, does not alter the general findings from the baseline survey report, but the new method does show that there were some favorable responses on the first survey that were overshadowed in the averaging process by the larger number of unfavorable responses. More importantly, the averaging method used in the baseline report would tend to mask small shifts in response distributions between the two surveys. For this reason, data used in comparing the baseline survey to the follow-up survey were subjected to the same score-tallying technique that avoids averaging and permits small shifts and response patterns to be visualized.

Analysis of the data from the baseline and follow-up PDP surveys took into consideration the validity of the data. Since the surveys were returned in an anonymous and voluntary fashion, it was not possible to cross-validate between responses to the baseline and follow-up surveys. Instead, response validity was assessed in terms of internal consistency, using the following considerations:

- A returned questionnaire was eliminated from the database under the following conditions:
 - ◆ Inconsistent responses to questions 6 and 8 on the baseline survey (follow-up survey questions 6 and 7), i.e., both questions must indicate that the respondent is or is not a supervisor
 - ◆ An affirmative response to the question, “Are you a military supervisor of civilians?” (baseline survey question 10, follow-up survey question 9) inconsistent with responses to both of the above questions indicating that the respondent is not a supervisor
- Responses from specific parts of a returned questionnaire were eliminated from consideration under the following conditions:
 - ◆ When a response consistently indicates a non-supervisory respondent, any and all answers to questions in Section IV are excluded
 - ◆ When a response consistently indicates that the respondent is a military supervisor, any and all answers to questions in Section III, and questions 19-27 on the baseline survey, and questions 20-33 on the follow-up survey are excluded

Because both the baseline and follow-up surveys were anonymous and voluntary by design, there is no way to match a respondent’s baseline survey response with her or his follow-up survey response. Therefore, comparisons were based upon group characteristics as reported in each survey. From examination of group characteristics of respondents to the baseline and follow-up

surveys, it can be concluded that follow-up survey responses of civilian supervisory staff and non-supervisory staff who report having responded to the baseline survey (i.e., answered “yes” to follow-up survey question 32) are broadly comparable to baseline survey responses of civilian employees of similar supervisory status. Moreover, the differences between their responses appear to be a reasonable reflection of changes in attitude toward the PDP resulting from increased experience with the program. Follow-up survey responses from military supervisors of civilians are less clearly comparable to their analogues from the baseline survey, and any changes due to greater experience with the PDP could be confounded by other effects (e.g., reassignment). Further, due to misplacement of question 32 (Did you respond to the earlier PDP Questionnaire?), the question was not answered by military managers, negating direct group comparisons for those military personnel that completed both surveys. Therefore, the primary focus of this analysis is based on data from civilian respondents.

Comparisons between the baseline and follow-up surveys must be treated with caution when small numbers of respondents are in the groups and subgroups of interest. Among USAMRMC organizations as a whole, for example, conclusions are strongest for the larger organizations such as WRAIR, USAMRIID, and USARIEM, and are somewhat less strong for the smaller organizations. This concern is particularly true when the comparison to subgroups is restricted, such as specific job categories within an organization. The resultant comparisons may be based on as few as five or six respondents. When small numbers of respondents are represented in the charts, it is indicated with a footnote. For this reason, one should consider the overall pattern of change and give less emphasis to specific changes for small subgroups.

The first level of analysis involved tabulation of all the responses to each question and preparation of charts summarizing the responses by organization and employee characteristics (e.g., level of education, supervisory responsibility, occupational family, and military or civilian employees). The responses on items and groups of items (scales) were related to responses to other items, such as employee’s knowledge of the PDP and assessment of supervisor’s knowledge and experience with the PDP. Figures summarizing the results from each question of Sections III Civilian Employee Reactions to the PDP (Q51-85), and IV Supervisor/Manager Reactions to the PDP (Q86-103) of the follow-up survey are included in Appendix C.

Knowledge of the PDP

Respondents to the follow-up survey reported greater exposure to PDP information than the baseline survey on the whole (Figures 1 through 3); for example, the percentage of affirmative answers to survey questions increased for 8 of 10 organizations by 5% to over 20% (Figure 1). On the average, employees reported a general increase in familiarity with the provisions of the PDP and again this was approximately uniform across subgroups (Figures 4 through 6). On the follow-up survey, nearly 60% of respondents reported having experienced all five of the experience items (questions 23-27) compared to approximately 66% of respondents on the baseline survey who reported having experienced only three of four experience items (questions 22 through 25) (Figure 7) included in that survey.

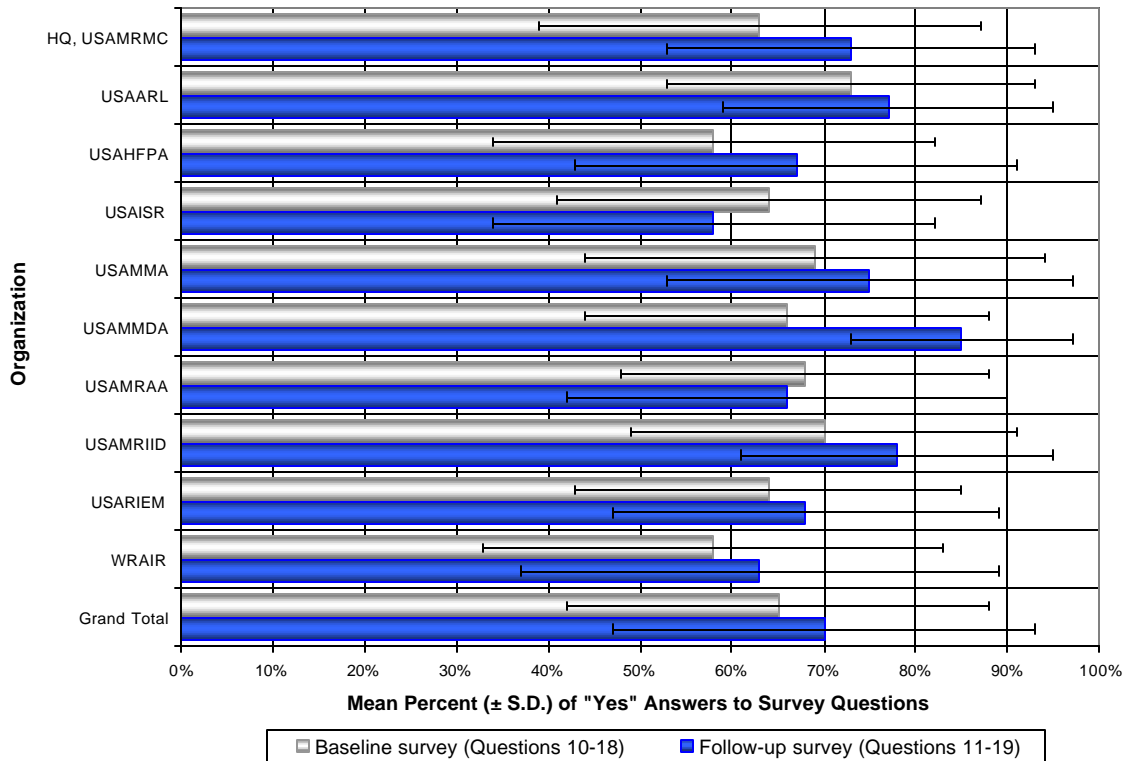


Figure 1. Employee Exposure to PDP Information by Organization

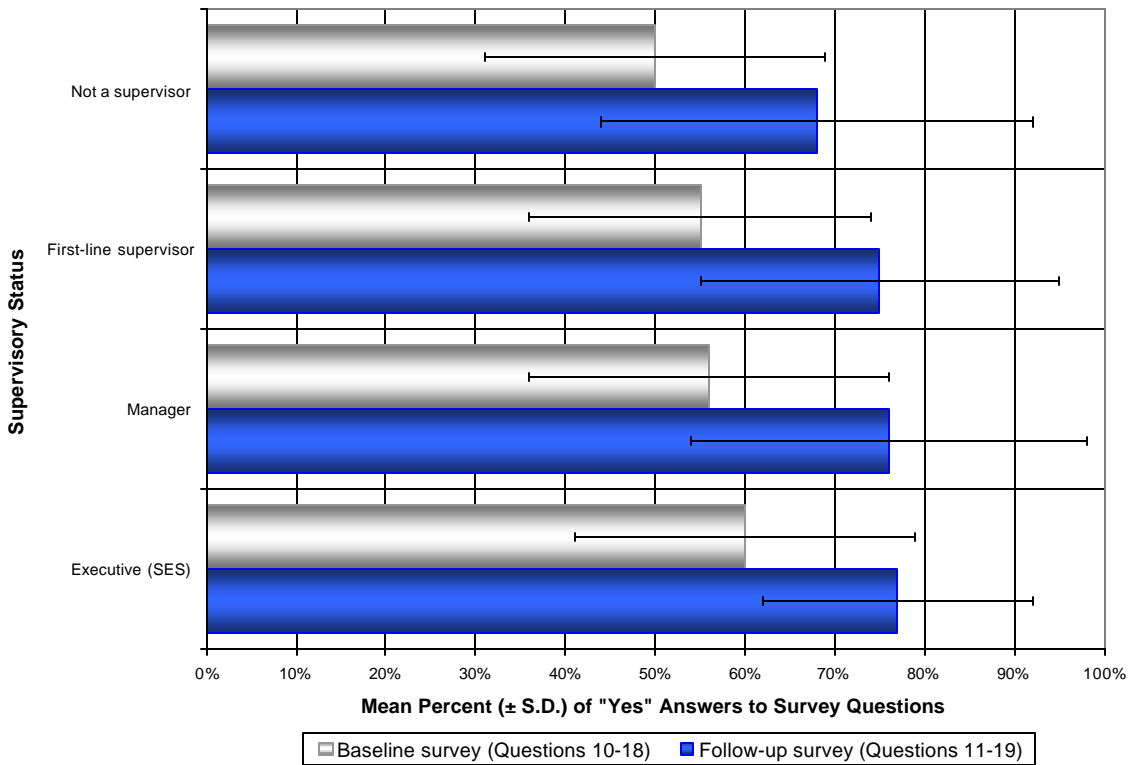


Figure 2. Employee Exposure to PDP Information by Supervisory Status

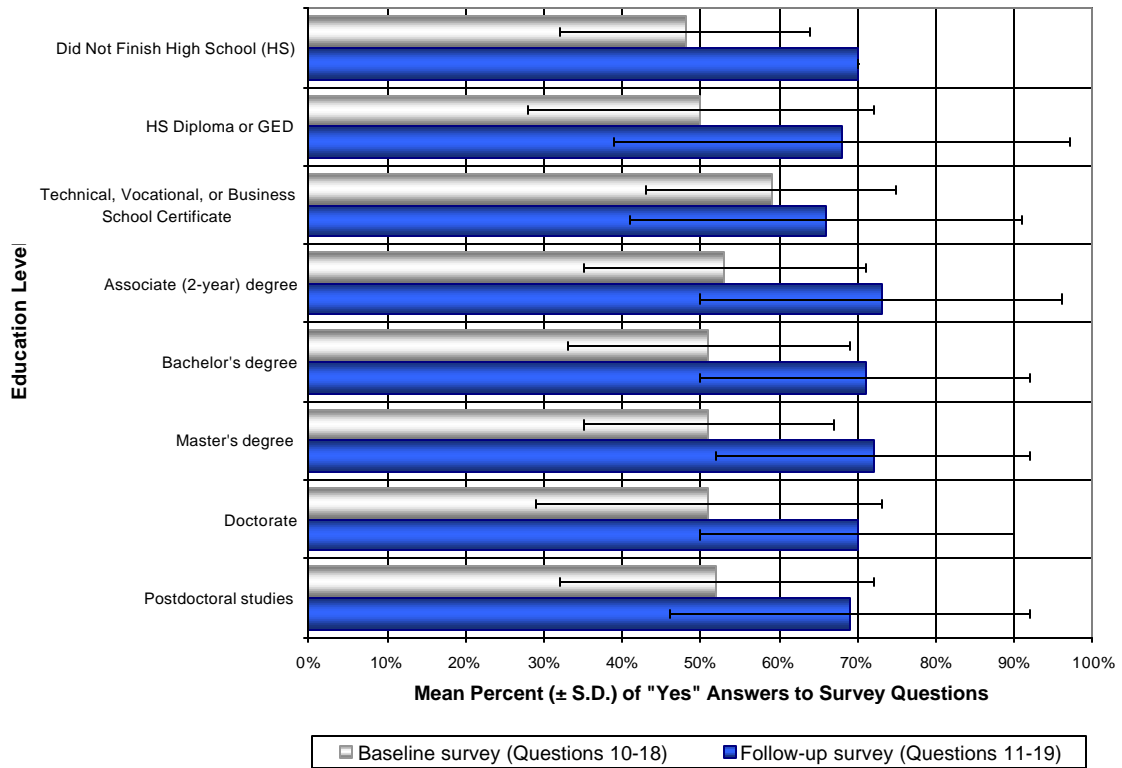
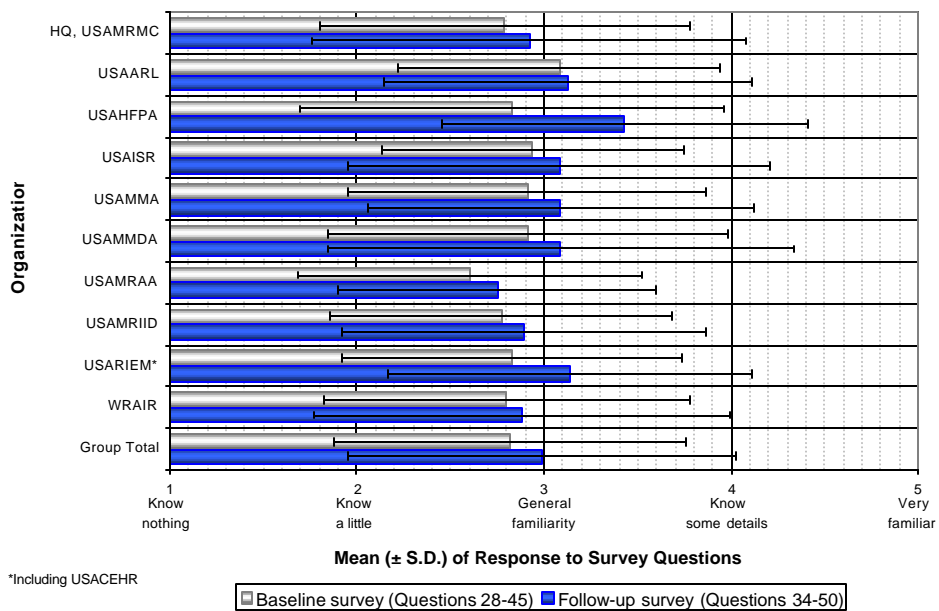


Figure 3. Employee Exposure to PDP Information by Education Level



*Including USACEHR

Figure 4. Employee Familiarity with PDP Provisions by Organization

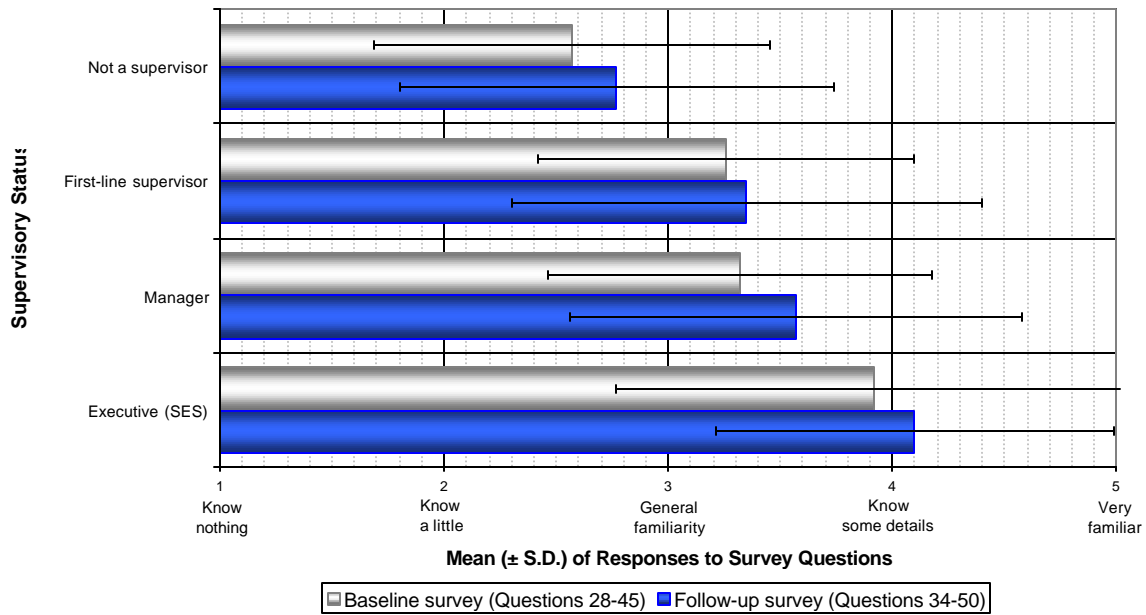


Figure 5. Employee Familiarity with PDP Provisions by Supervisory Status

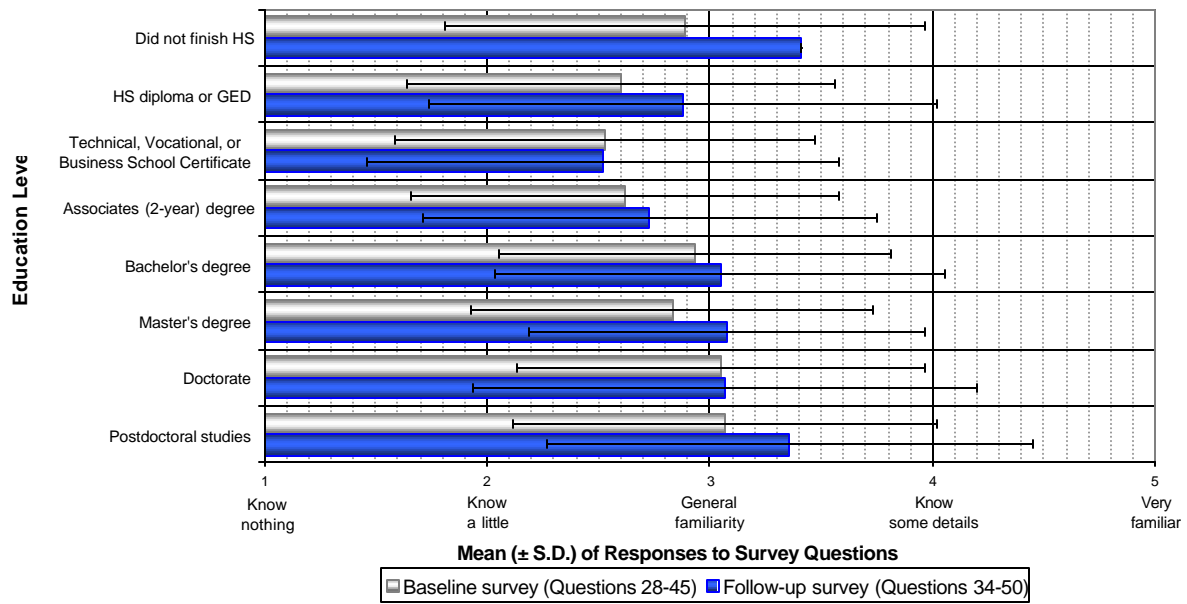


Figure 6. Employee Familiarity with PDP Provisions by Education Level

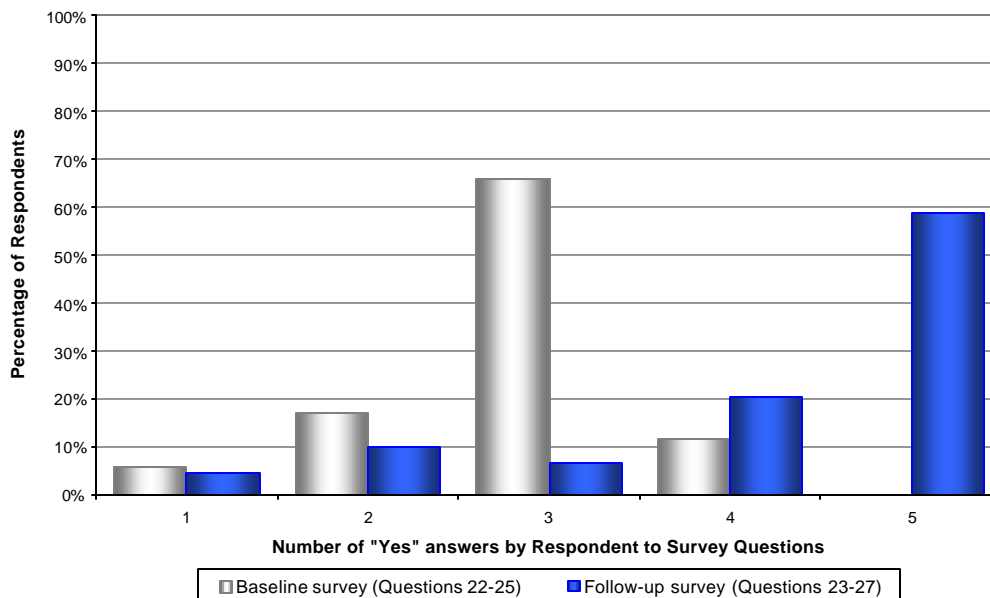


Figure 7. Employee Experience with the PDP

Civilian Employee Reactions to the PDP (Section III)

General Reaction to the PDP

In the baseline survey, approximately 50% of the civilian responses indicated a generally negative view of the PDP, while another 25% were undecided or neutral in their reaction to the PDP; only about 23% of responses were favorable at the time of the baseline survey, (top bar of Figure 8). The follow-up survey, for those that reported that they had also responded to the baseline survey (second bar of Figure 8) showed an increase of approximately 8% in the number of favorable responses (30%) to the PDP and about a 6% reduction in overall negative responses (44%). Those who did not respond to the baseline survey (third bar of Figure 8) were even more positive (32%) and less negative (35%) about the PDP. For both groups, about 25%-30% of responses were uncertain or neutral toward the PDP.

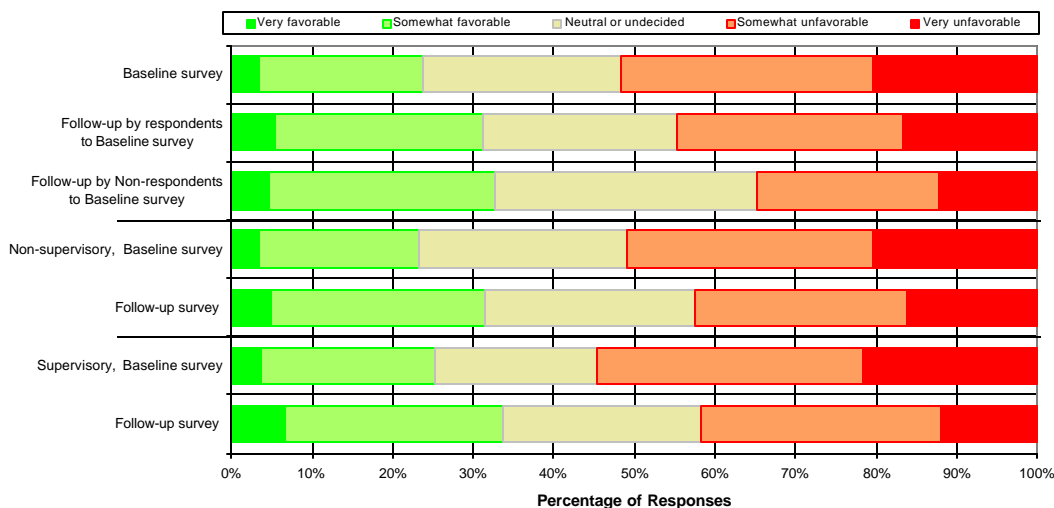


Figure 8. Summary Measures of Civilian Employees' General View of the PDP

The bottom four bars of Figure 8 summarize general reactions to the PDP for non-supervisory and supervisory civilians. Interestingly, both groups show an increase in positive reactions and a general reduction in negative overall feelings toward the PDP, but civilian supervisors are now slightly less negative than non-supervisors, a change from the baseline survey.

The general reactions to the PDP are summarized in Figure 9 by occupational families, comparing baseline and follow-up survey results. Nearly all categories of civilians show an increase in positive reactions to the PDP and a reduction in negative reactions. The largest decreases in unfavorable reactions occurred for non-supervisory administrative and general support, and supervisory engineers and scientists and supervisory administrative. (Note: Some non-supervisory personnel responded with a “Don’t know their occupational family.”)

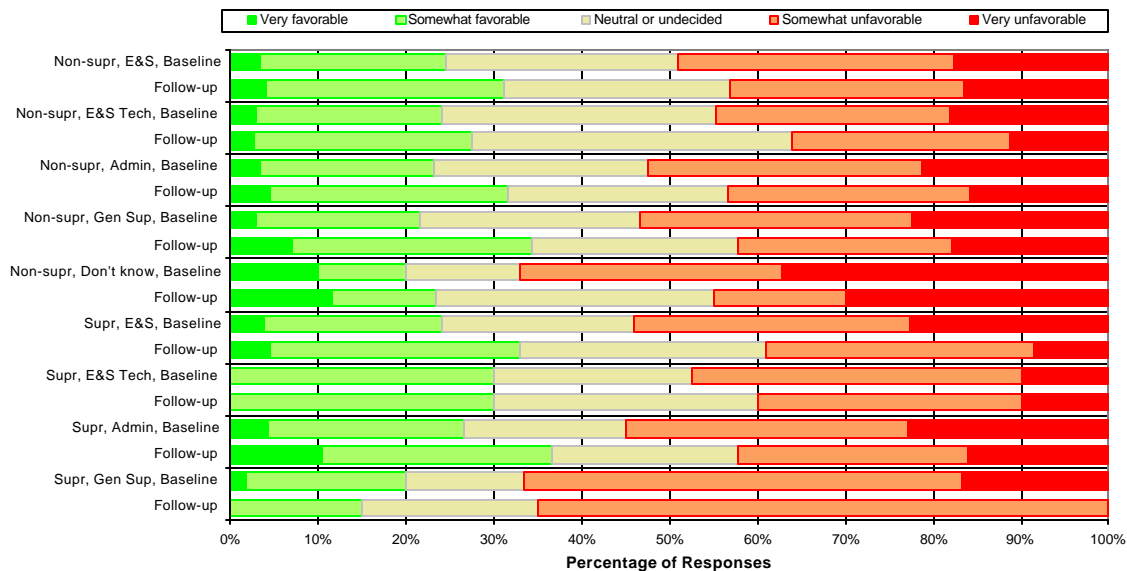


Figure 9. Summary Measures of Civilian Employees’ General View of the PDP by Occupational Family and Supervisory Status

This follow-up survey was administered after the first performance evaluation cycle under the PDP and the first experience with performance payouts. There was an interesting relationship between an employee’s satisfaction with the payout and general reactions to the PDP, shown in Figure 10. Those who reported that they were very satisfied with the payout were also more likely to show an overall positive reaction to the PDP, about 45%, and only about 31% had unfavorable reactions. On the other hand, those who reported being very dissatisfied with the payout were 65% unfavorable or very unfavorable toward the PDP, compared to about 19% who were favorable.

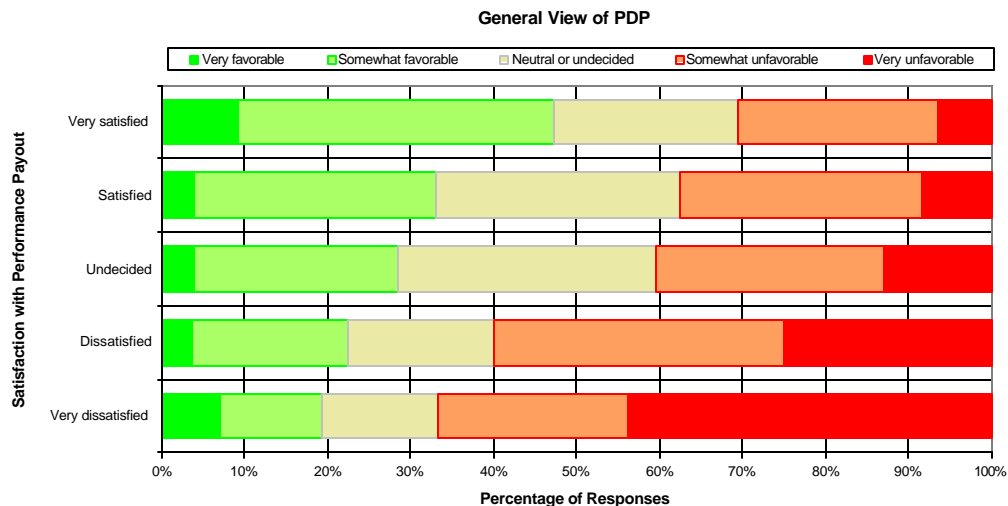


Figure 10. Summary Measures of Civilian Employees’ General View of the PDP as Related to Satisfaction with Performance Payouts

The baseline and follow-up reactions to the PDP are summarized by organizational affiliation in Figure 11. In all cases, positive reactions increased and with one exception negative reactions decreased on the follow-up survey.

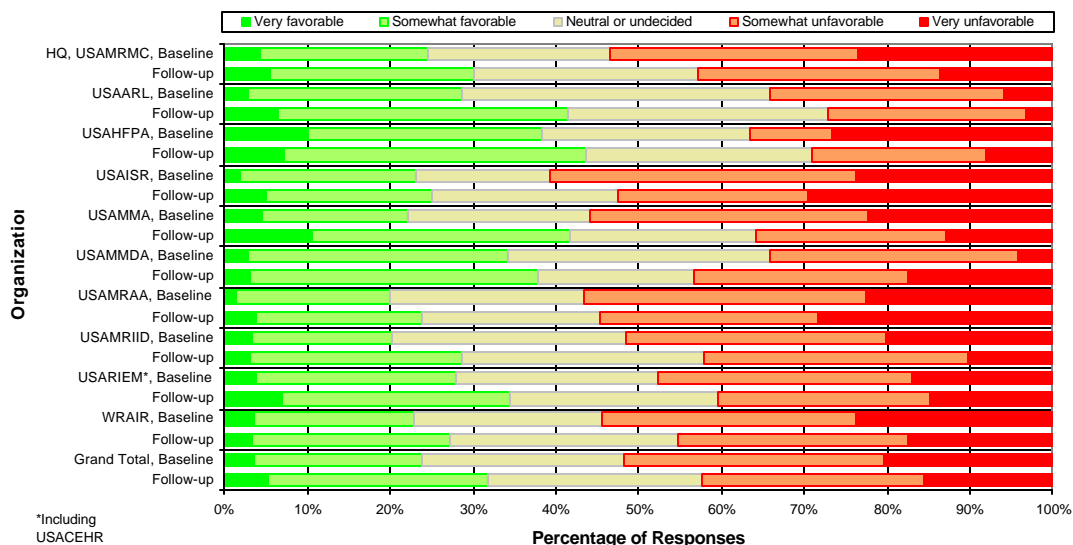


Figure 11. Summary Measures of Civilian Employees’ General View of the PDP by Organization

Pay-for-Performance

The reactions of civilians to pay-for-performance are summarized in Figure 12. For those responding to both surveys, there was a general increase in positive reactions to pay-for-performance, fewer undecided respondents, and a slight increase in negative reactions on the follow-up survey compared to the baseline survey. Those that did not respond to the baseline survey were less negative and more positive compared to those that did respond to the baseline survey. Overall, there are still slightly more people negative toward pay-for-performance than

are positive, but there remains a large group, about 25% to 35%, who are neutral or undecided. The same pattern of an increase in the number of favorable respondents and a relatively large percentage of undecided respondents is observed for non-supervisors and supervisors (bottom four bars) (Figure 12).

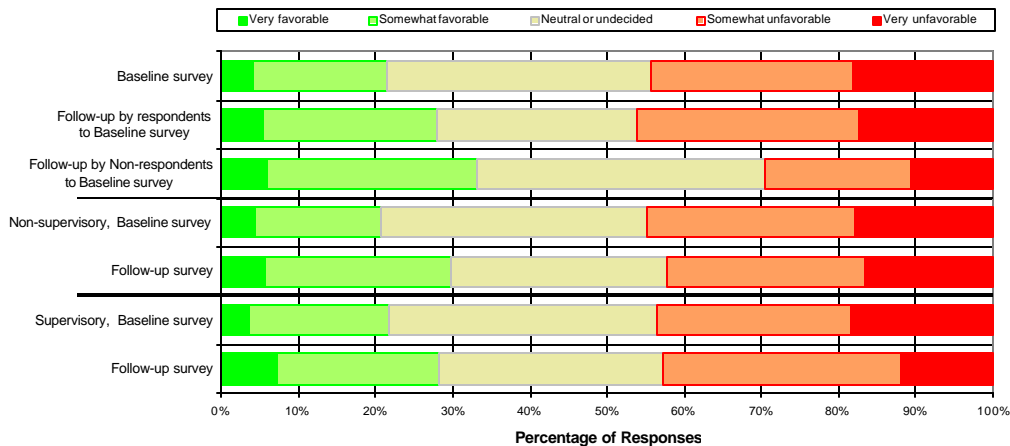


Figure 12. Summary Measures of Civilian Employees' View of the PDP Pay-for-Performance Provision

The increase in positive reactions to pay-for-performance is seen across nearly all occupational families (Figure 13) regardless of supervisory status. Engineers and scientists, E & S technicians, general support, supervisory E & S technicians, and administrative supervisors showed a decrease in negative reactions to pay-for-performance, while other groups showed about the same level or a slight increase in negative reactions. (Note: Some non-supervisory personnel responded with a "Don't know their occupational family.") Further, those who were very satisfied with their performance payout were generally more favorable and less unfavorable toward pay-for-performance than those who were very dissatisfied with their performance payout (Figure 14).

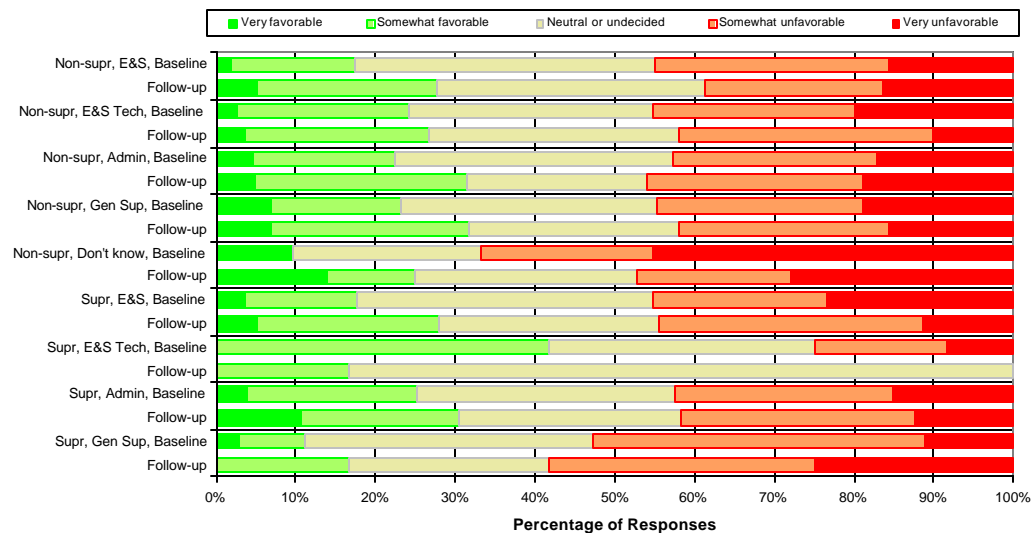


Figure 13. Summary Measures of Civilian Employees' View of the PDP Pay-for-Performance Provision by Occupational Family and Supervisory Status

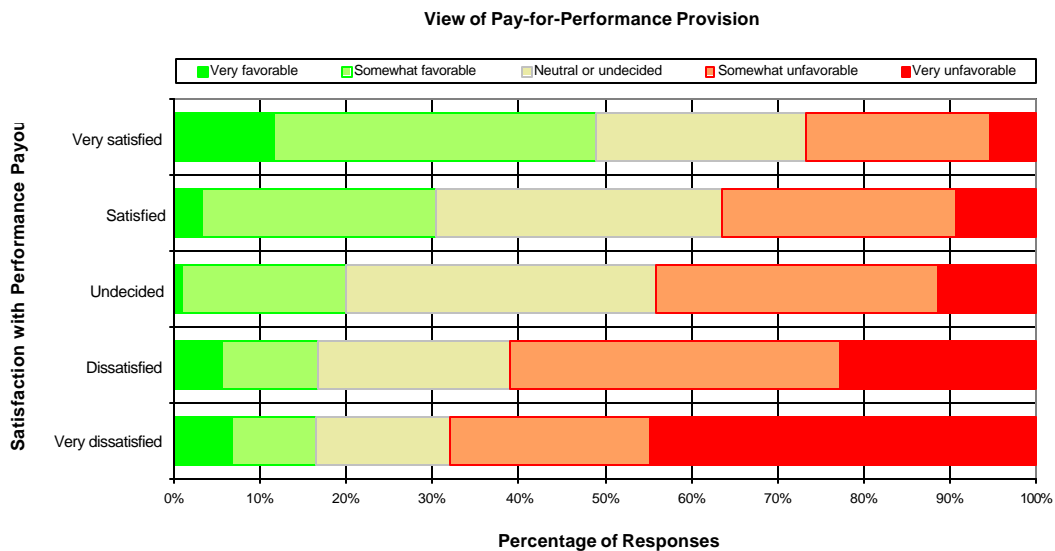


Figure 14. Summary Measures of Civilian Employees’ View of the PDP Pay-for-Performance Provision as Related to Satisfaction with Performance Payouts

The distribution of reactions to pay-for-performance by organizations is shown in Figure 15. There was an increase in favorable reactions toward pay-for-performance at nearly all USAMRMC organizations, even though four showed an increase in unfavorable reactions. USAARL, USAHFPA, USAMMA, USAMRIID and USARIEM show reductions in negative reactions. USAHFPA, USAMMA, and USARIEM show a larger percentage of respondents that are favorable than unfavorable toward pay-for-performance. WRAIR and USAISR show the lowest percentage (approximately 20%) of favorable responses to pay-for-performance. Overall, nearly 30% of responses are now favorable compared to 42% unfavorable.

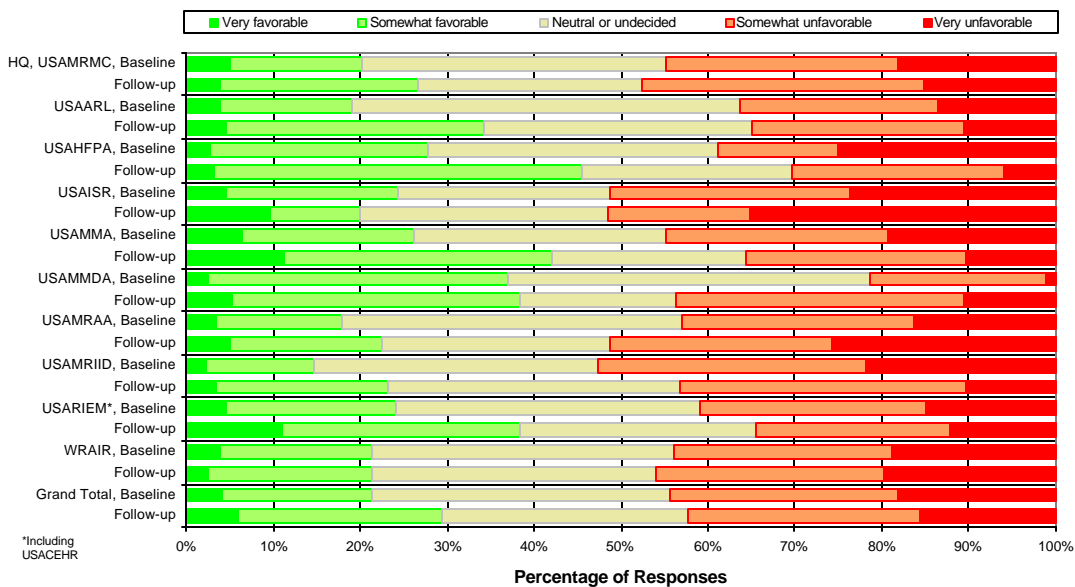


Figure 15. Summary Measures of Civilian Employees’ View of the PDP Pay-for-Performance Provision by Organization

Position Classification

A summary of the reactions of the civilian workforce to position classification is provided in Figure 16. Those who responded to the baseline survey show a small increase in both favorable and unfavorable reactions on the follow-up survey. Overall, this group remains more negative than positive toward position classification features of the PDP (40% unfavorable versus 30% favorable). Those who did not respond to the baseline survey were less unfavorable and more favorable compared to the group that had responded to the baseline survey, and this group also is more favorable (36%) than unfavorable (31%). A large percentage, about 30% of respondents, remains undecided or neutral. The bottom four bars of Figure 16 show that non-supervisors have become more negative toward position classification while civilian supervisors have become slightly more positive toward position classification. Non-supervisors are more negative than positive, but supervisors are more positive than negative.

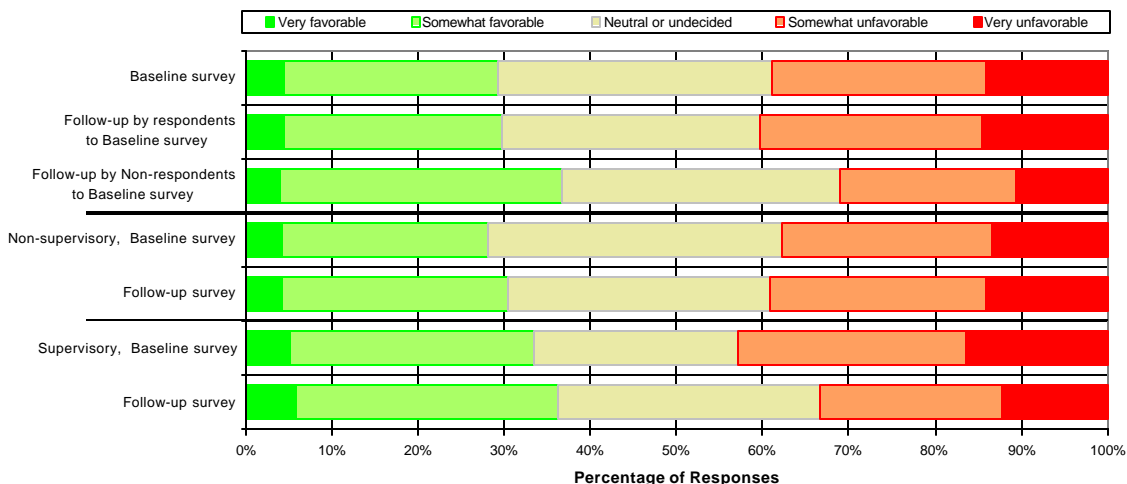


Figure 16. Summary Measures of Civilian Employees’ View of the PDP Position Classification Provision

In Figure 17, the reactions to position classification by occupational family are depicted. Non-supervisors in all occupational families show little change in favorable and unfavorable reactions to position classification. Nevertheless, approximately 40% have an unfavorable opinion about position classification. Supervisory categories show an increase in favorable reactions and a decrease in unfavorable reactions to position classification with only about 32% to 37% of supervisors remaining unfavorable. Although the responses of supervisory E & S technicians indicate they are not unfavorable to position classification, the small sample size demands caution in placing any relevance on this finding. (Note: Some non-supervisory personnel responded with a “Don’t know their occupational family.”)

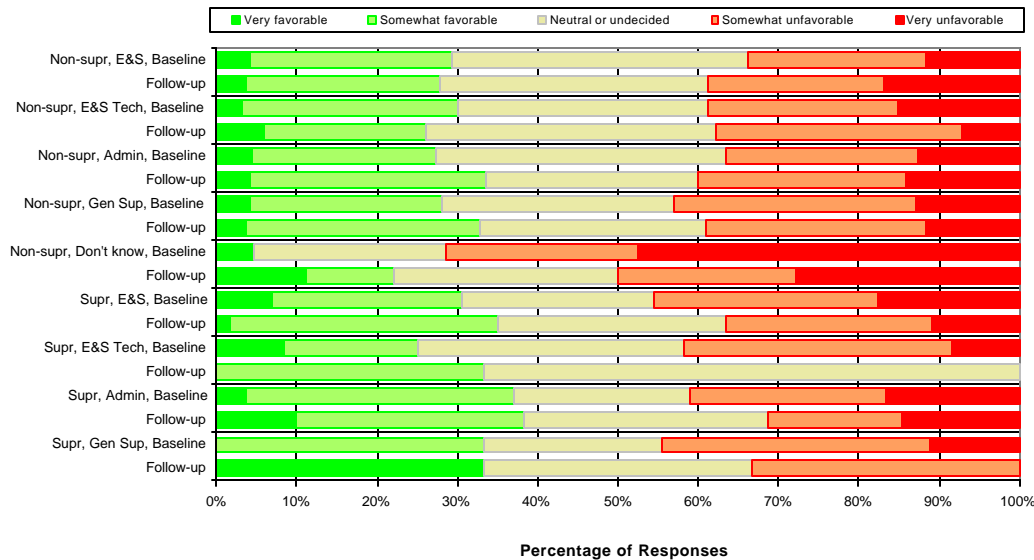


Figure 17. Summary Measures of Civilian Employees' View of the PDP Classification Provision by Occupational Family and Supervisory Status

As seen with the pay-for-performance (Figure 14), satisfaction with performance payout is related to the employee's view toward position classifications, (Figure 18). Those who were very satisfied with the payout were more favorable than unfavorable while those who were very dissatisfied with the payout were also more unfavorable toward position classifications (about 68% unfavorable compared to 17% favorable).

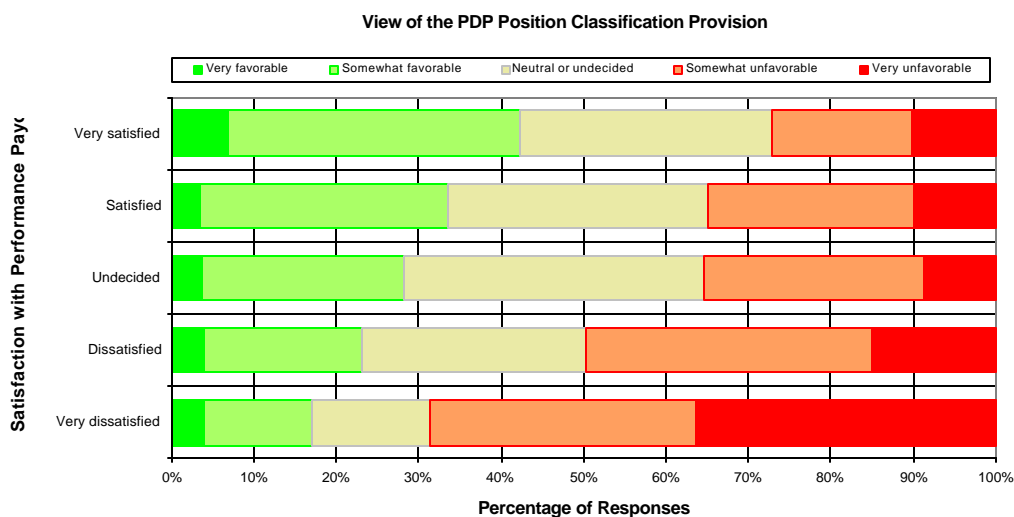


Figure 18. Summary Measures of Civilian Employees' View of the PDP Position Classification Provision as Related to Satisfaction with Performance Payout

Figure 19 shows the reactions by USAMRMC organization to position classification. It is notable that three organizations (USAISR, USAMRAA, and USAMMDA) had large increases in negative reactions to position classification. USAHFPA and USAMMA show a general shift toward more favorable reactions to position classification. Overall, four organizations (USAARL, USAHFPA, USAMMA, and USARIEM) have more favorable than unfavorable responses and the grand total is split 32% positive to 38% negative.

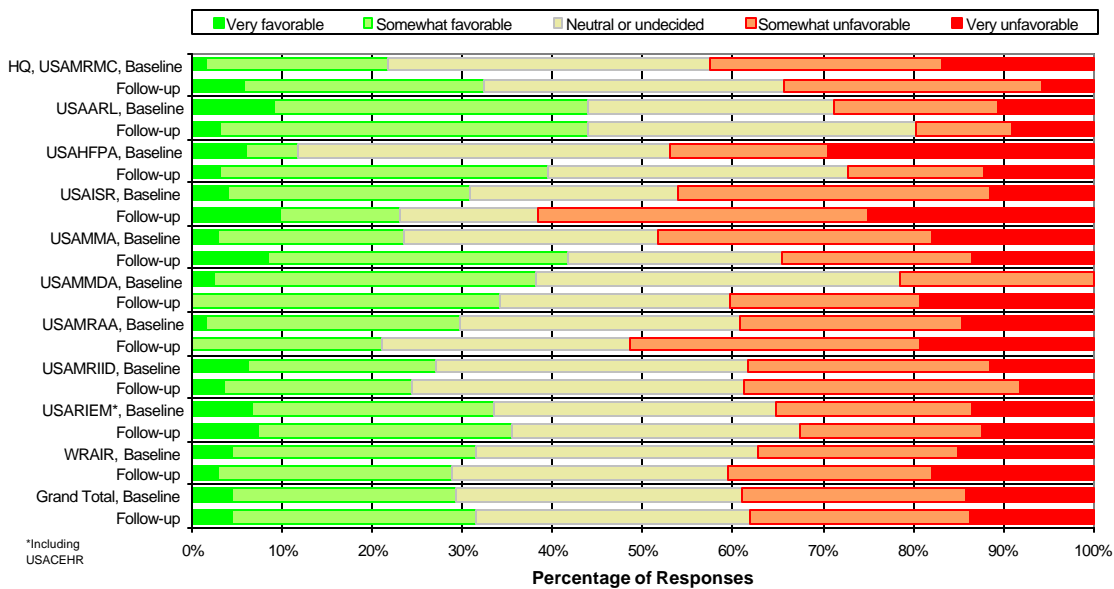


Figure 19. Summary Measures of Civilian Employees' View of the PDP Position Classification Provision by Organization

Performance Evaluation

Figure 20 depicts the changes in opinions toward performance evaluation under the PDP. For those that responded to the baseline survey, unfavorable reactions increased with the follow-up survey, but in general there are more favorable than unfavorable reactions. Over 20% remain undecided or neutral toward the performance evaluation system. Those who did not respond to the baseline survey are more clearly favorable, with over 42% favorable compared to 32% unfavorable. About 25% of that group are undecided or neutral. Similar shifts between the baseline and follow-up surveys occurred for non-supervisors and supervisors (bottom four bars of Figure 20), with a slight increase in both favorable and unfavorable reactions. Supervisors are generally more favorable (46%) toward the performance evaluation system than non-supervisors (38%).

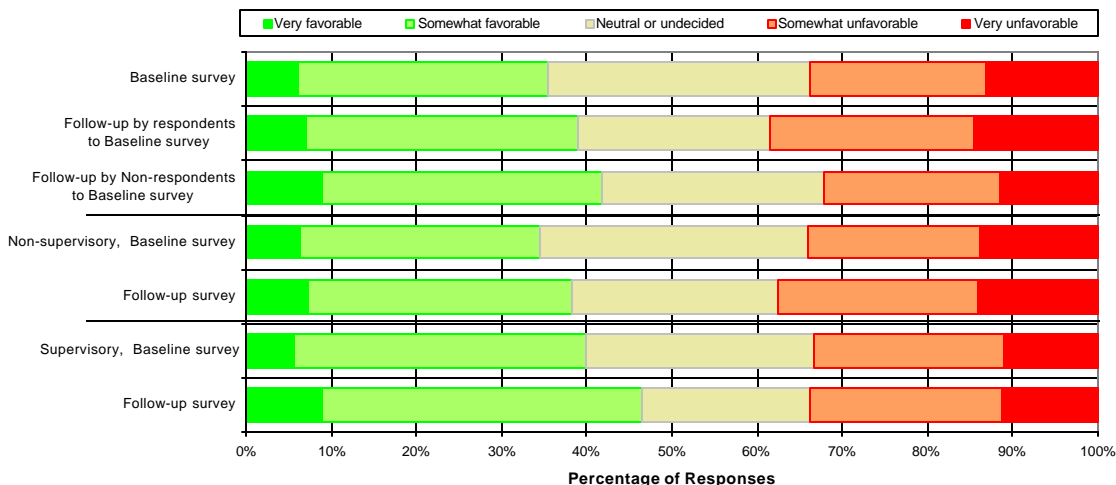


Figure 20. Summary Measures of Civilian Employees' View of the PDP Performance Evaluation Provision

Most occupational families show an increase in both favorable and unfavorable feelings toward performance evaluation (Figure 21). Supervisory engineers and scientists and administrative personnel show an increase in favorable reactions with little or no change in unfavorable reactions to performance evaluation. Seven of eight categories show favorable responses to equal or exceed unfavorable responses. (Note: Some non-supervisory personnel responded with a “Don’t know their occupational family.”)

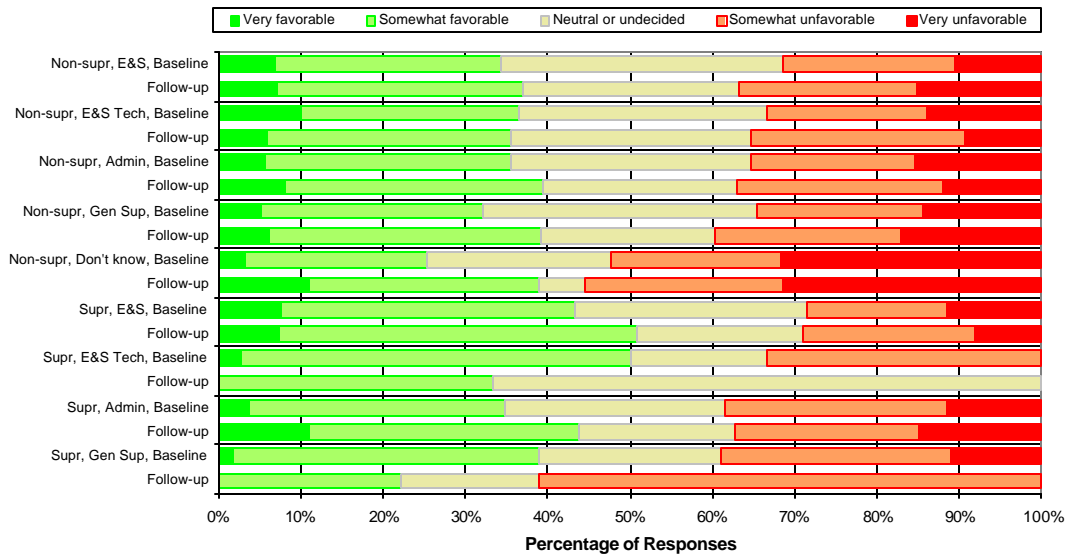


Figure 21. Summary Measures of Civilian Employees’ View of the PDP Performance Evaluation Provision by Occupational Family and Supervisory Status

The same relationship between satisfaction with performance payout and attitudes toward other PDP provisions as seen in Figures 14 and 18 is seen in Figure 22; however, the relationship is somewhat less striking. Clearly, those who were very satisfied with the payout were overwhelmingly favorable toward the performance evaluation system (54% favorable compared to 26% unfavorable).

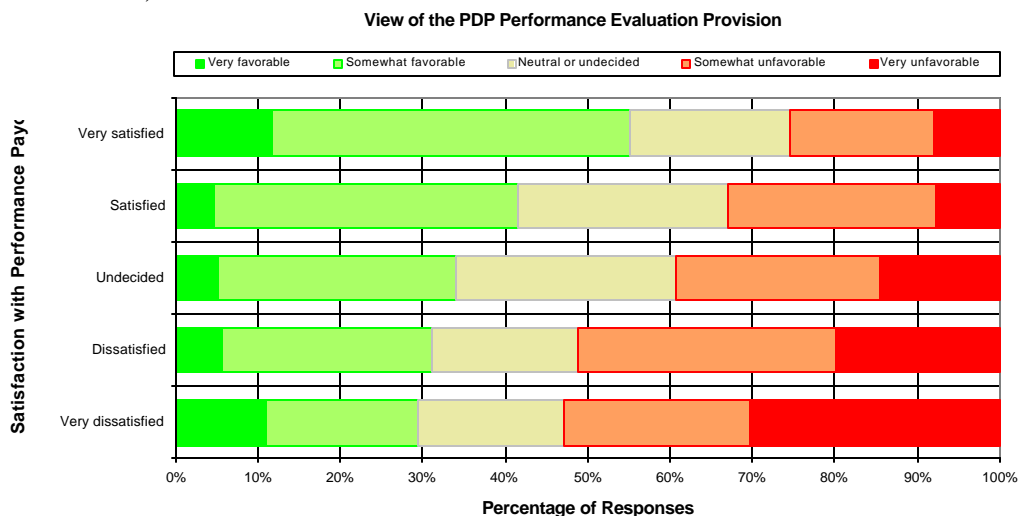


Figure 22. Summary Measures of Civilian Employees’ View of the PDP Performance Evaluation Provision as Related to Satisfaction with Performance Payout

Figure 23 shows the response to performance evaluation by organization. USAHFPA, USAMMA, USAMRIID, and WRAIR results show a general increase in positive views toward the performance evaluation system, and overall are more favorable than unfavorable. USAMRIID results show about an equal increase in percentages of favorable and unfavorable responses, but remain generally favorable toward the performance evaluation system. The following organizations are generally unfavorable toward the performance evaluation provision: HQ, USAMRMC, USAISR, USAMRAA, USAMMDA, and USARIEM.

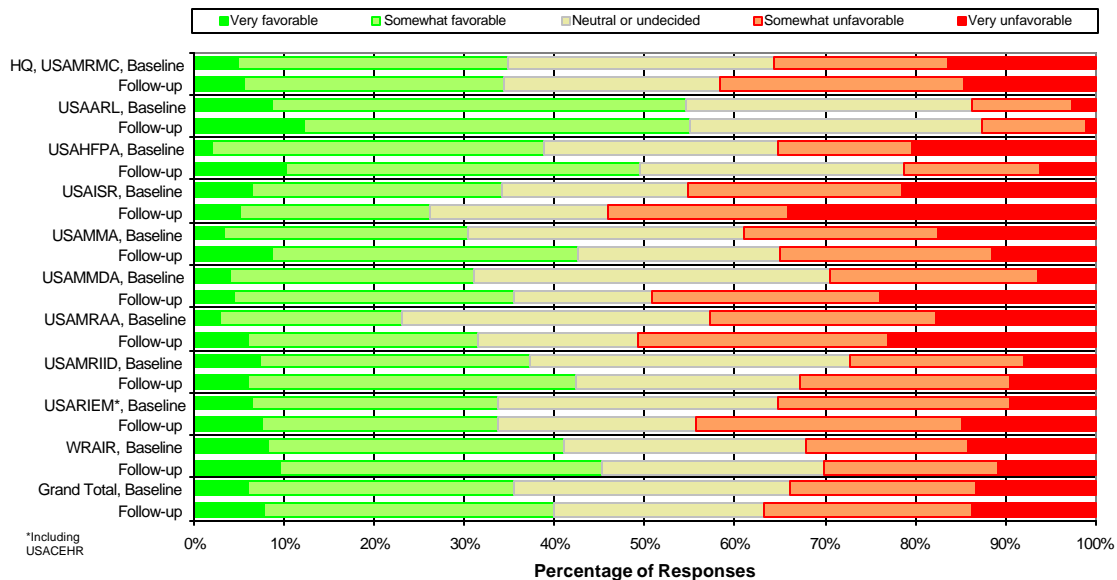


Figure 23. Summary Measures of Civilian Employees' View of the PDP Performance Evaluation Provision by Organization

Supervisor/Manager Reactions to the PDP (Section IV)

Both civilian and military supervisors and managers responded to Section IV of the follow-up survey. Figures 24 through 31 summarize the reactions of civilian supervisors and managers while Figure 32 summarizes the reactions of military supervisors and managers. Several figures summarizing the survey findings for civilian supervisors and managers were not appropriate for military supervisors and managers, such as reactions based on satisfaction with payout.

General Reactions to the PDP

Figure 24 summarizes civilian supervisor and manager reactions to the PDP and as related to performance payout. Those who responded to the baseline survey show an increase in favorable reactions to the PDP and a reduction in negative reactions. They remain more unfavorable than favorable, with a large undecided or neutral group (about 30%). Strikingly, those who did not respond to the baseline survey show a larger percentage that are unfavorable and an equal percentage that are favorable, as compared to those who did respond to the baseline survey. The bottom section of Figure 24 shows the relationship between satisfaction with performance payout and general views of the PDP. The same pattern is apparent with those who were very satisfied showing a much more favorable general reaction toward the PDP than those who were very dissatisfied.

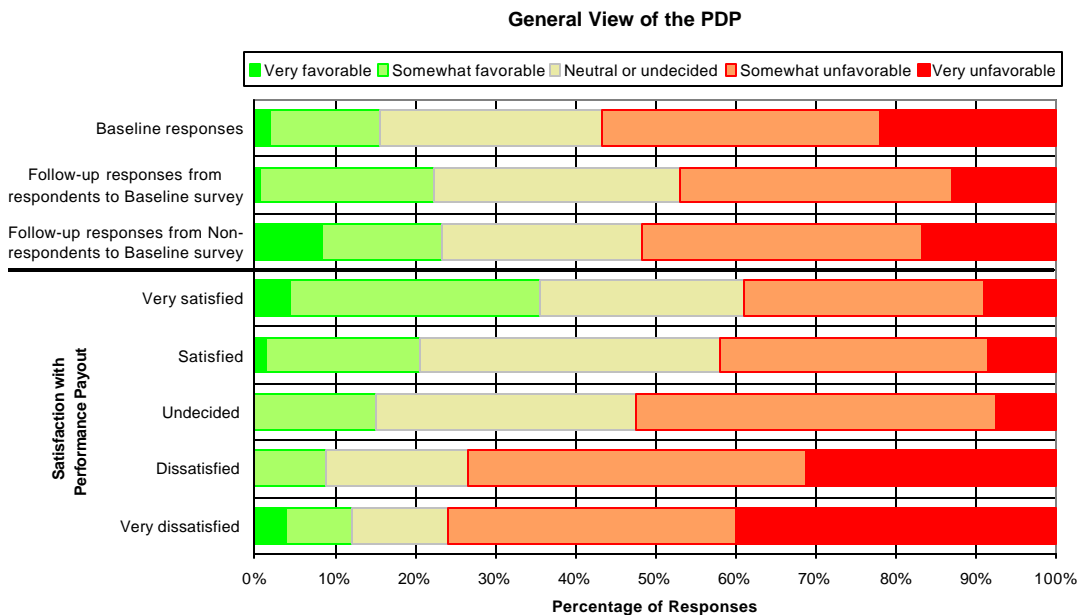


Figure 24. Summary Measures of Civilian Supervisors' and Managers' General View of the PDP and as Related to Performance Payout

Figure 25 shows the reactions of civilian supervisors and managers by organization. Some organizations had very few responses in this category and caution should be exercised in interpreting that data. For the organizations with at least 20 responses, the following show a positive shift in attitudes toward the PDP among supervisors and managers: HQ, USAMRMC, USAMMA, and WRAIR. USARIEM has seen an increase in unfavorable opinions and a smaller increase in favorable opinions. USAMRAA has seen an increase in negative opinions and a decrease in positive opinions. In general, a larger group has formed an unfavorable opinion (48%) than has formed a favorable opinion (23%).

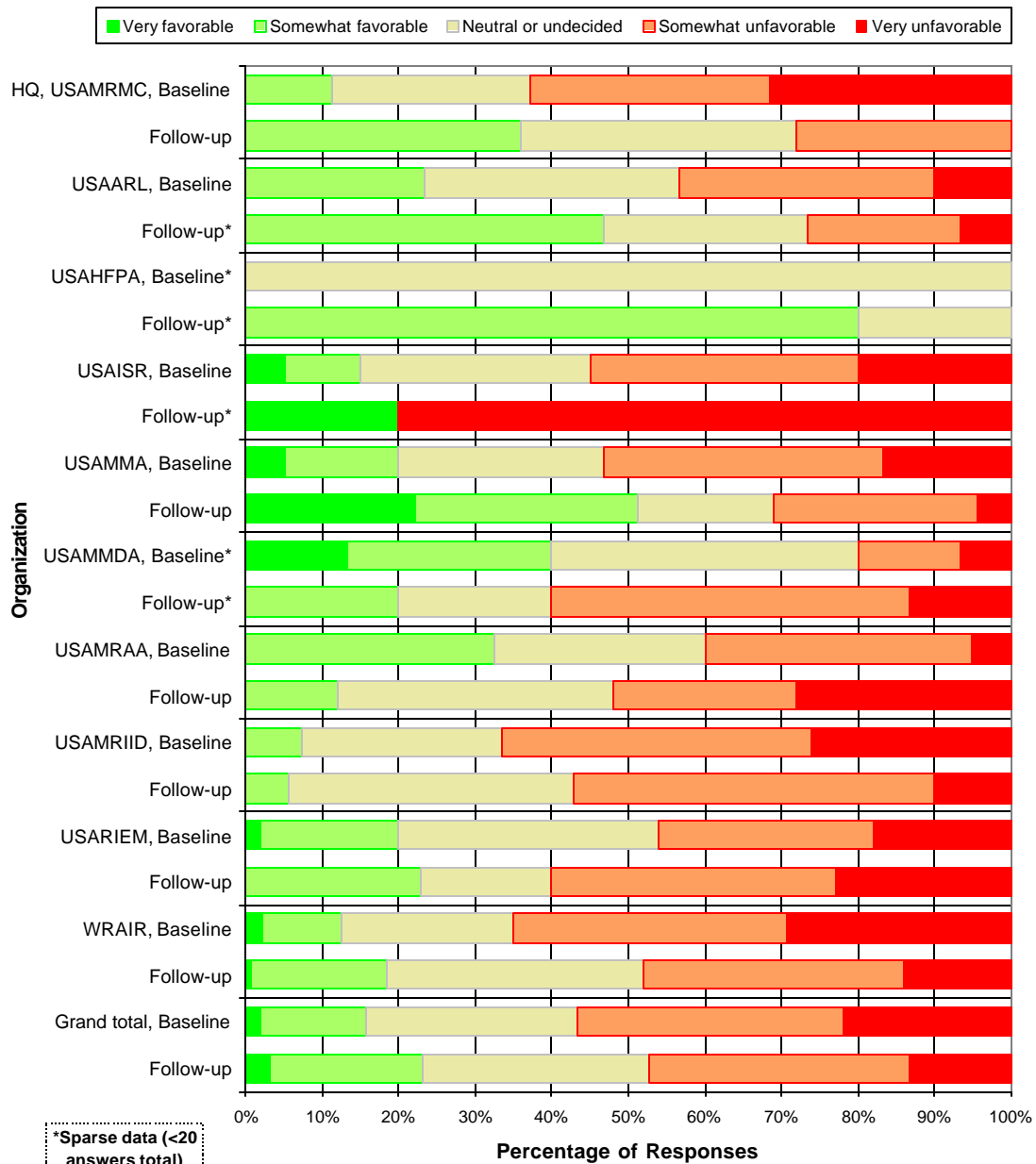


Figure 25. Summary Measures of Civilian Supervisors' and Managers' General View of the PDP by Organization

Pay-for-Performance

Figure 26 summarizes civilian supervisor and manager reactions to pay-for-performance. Compared to the baseline survey, there are now many more respondents with a favorable reaction to pay-for-performance than with an unfavorable reaction. For those responding to both surveys, there are more favorable than unfavorable reactions. The bottom section of Figure 26 shows the strong relationship between satisfaction with performance payout and attitude toward the pay-for-performance system. Those who were very satisfied with the payout were overwhelmingly in favor of pay-for-performance; those who were very dissatisfied with the

payout were less favorable toward pay-for-performance. Even for that group, 42% were either uncertain or favorable.

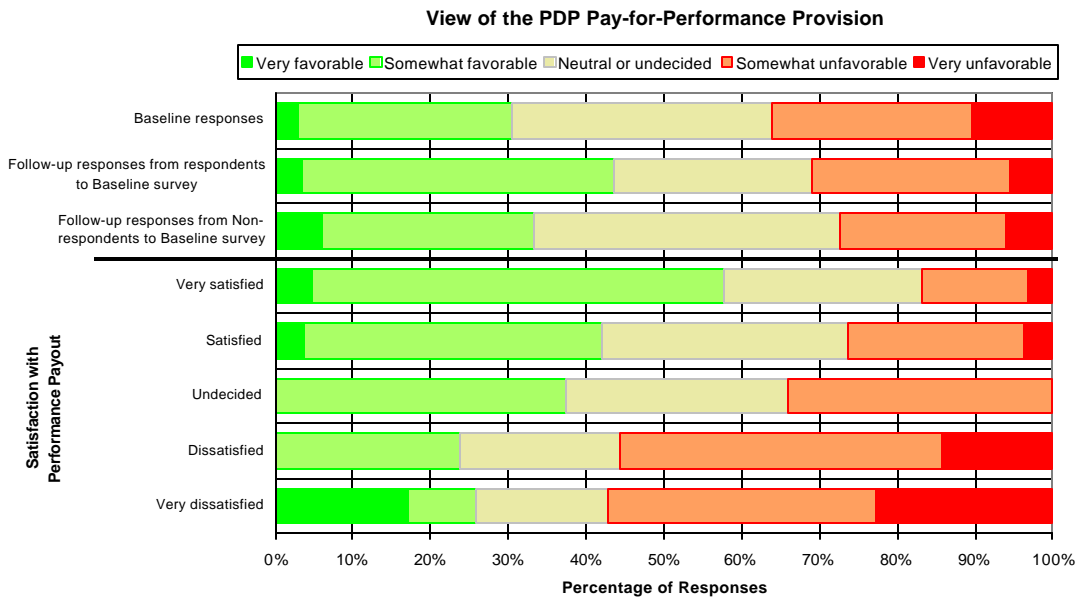


Figure 26. Summary Measures of Civilian Supervisors’ and Managers’ General View of PDP Pay-for-Performance Provision and as Related to Performance Payout

Figure 27 shows the reaction of civilian supervisors and managers to pay-for-performance by organization. Again, some organizations had few responses and caution must be exercised in interpreting the data. With one exception, all organizations show a positive shift in attitudes toward pay-for-performance. Overall, over 40% are favorable compared to only 30% unfavorable.

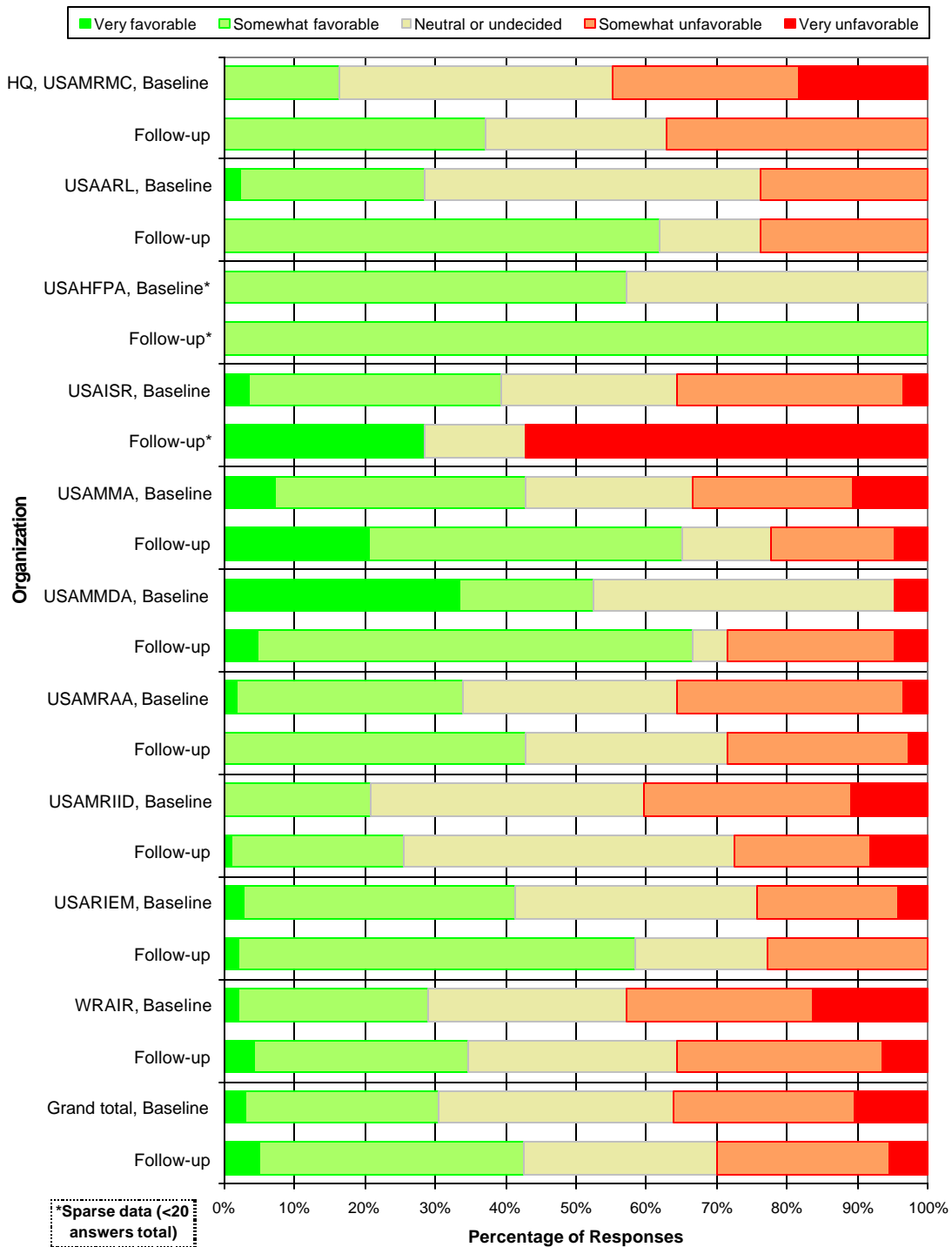


Figure 27. Summary Measures of Civilian Supervisors' and Managers' View of the PDP Pay-for-Performance Provision by Organization

Position Classification

The reaction among civilian supervisors and managers to position classification is shown in Figure 28. For those responding to both surveys, there is a strong shift toward more favorable reactions to position classification and there are now more favorable than unfavorable opinions. Those that responded only to the follow-up survey are largely uncertain or neutral toward position classification. The bottom section of Figure 28 shows the relationship between satisfaction with performance payout and position classification. As seen in previous figures, those who were very satisfied with the payout were more favorable toward the position classification system than those who were very dissatisfied.

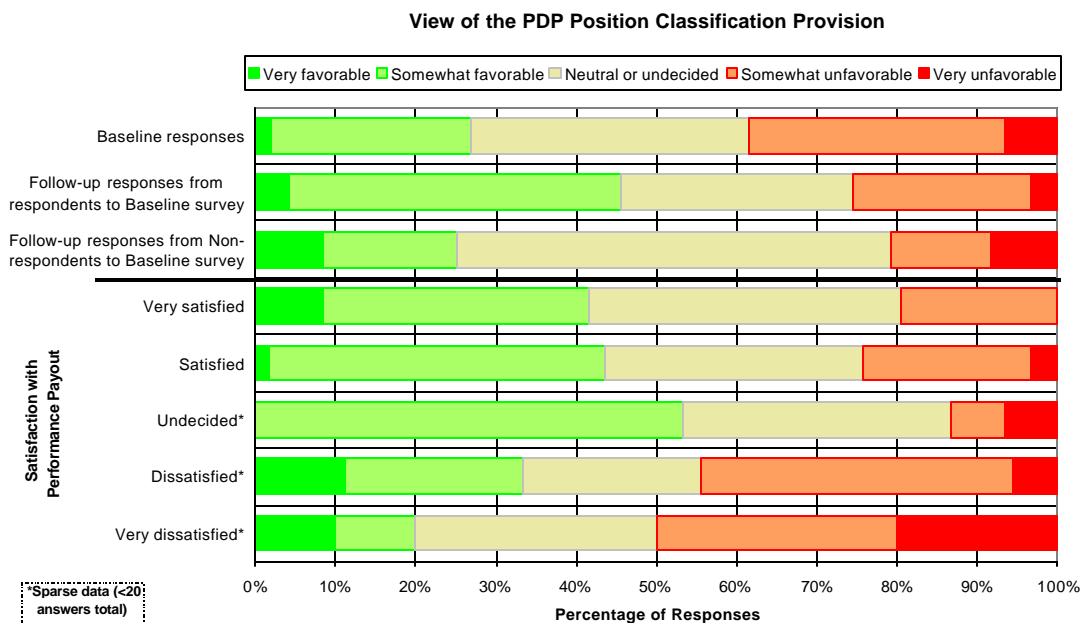


Figure 28. Summary Measures of Civilian Supervisors’ and Managers’ View of the PDP Position Classification Provision and as Related to Performance Payout

Figure 29 summarizes reactions of civilian supervisors and managers to position classification by organization. Considering only the organizations with large samples, both WRAIR and USAMRIID show a decrease in negative opinions toward position classification and an increase in favorable reactions. Overall, over 40% of responses were favorable compared to about 26% unfavorable.

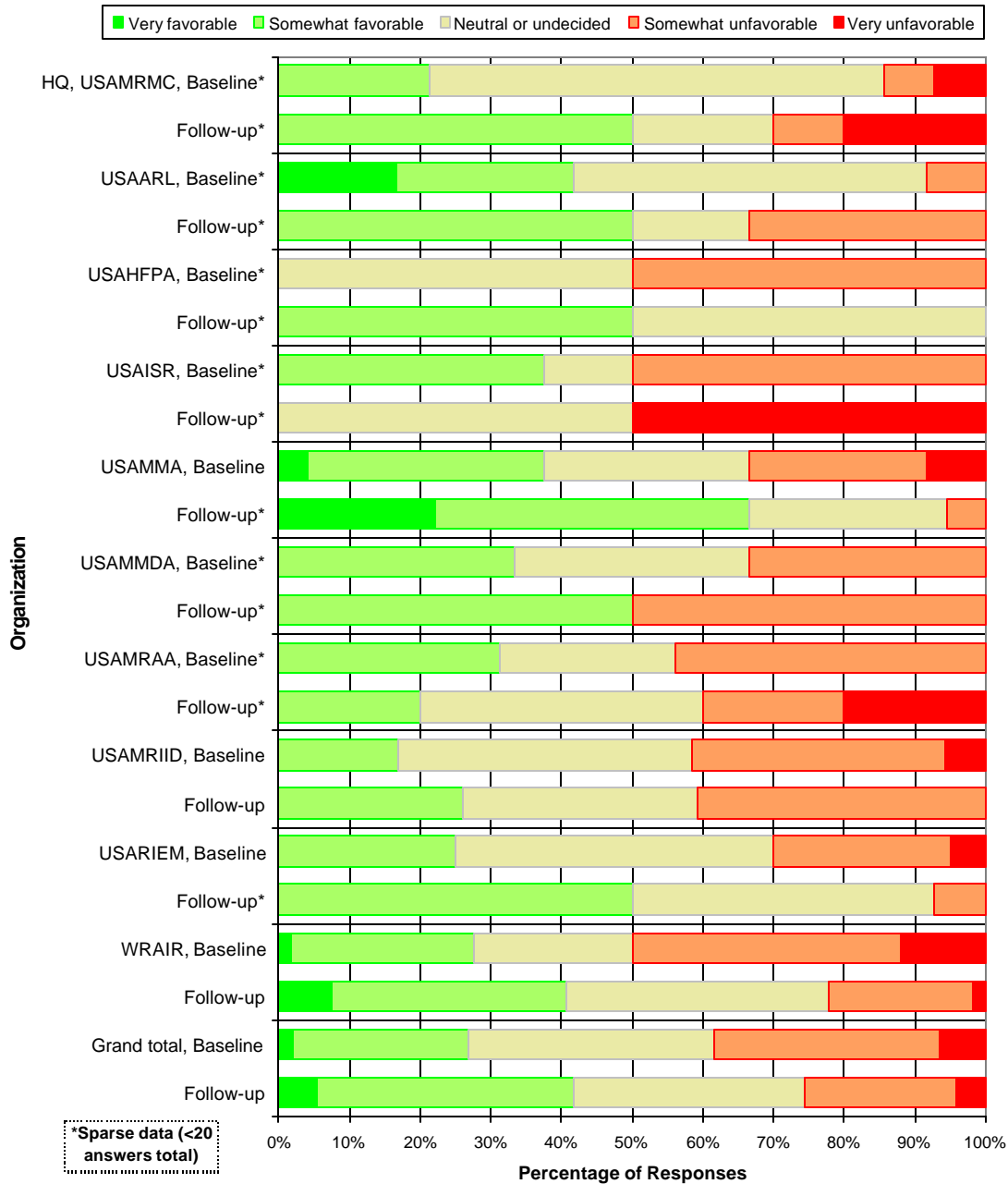


Figure 29. Summary Measures of Civilian Supervisors’ and Managers’ View of the PDP Position Classification Provision by Organization

Performance Evaluation

Figure 30 summarizes civilian supervisor and manager reactions to the performance evaluation system under the PDP. For those responding to both surveys, there are more favorable reactions and fewer unfavorable reactions in the follow-up survey compared to the baseline survey. Favorable reactions are slightly more than unfavorable, with a large group of neutral or undecided (about 25%). Those responding to the survey for the first time are more than twice as favorable as unfavorable (50% versus 20%). The bottom section of Figure 30 shows again that

those very satisfied with their performance payout were much more favorable toward the performance evaluation process. 60% of those who were very dissatisfied with the payout were unfavorable toward the performance evaluation process.

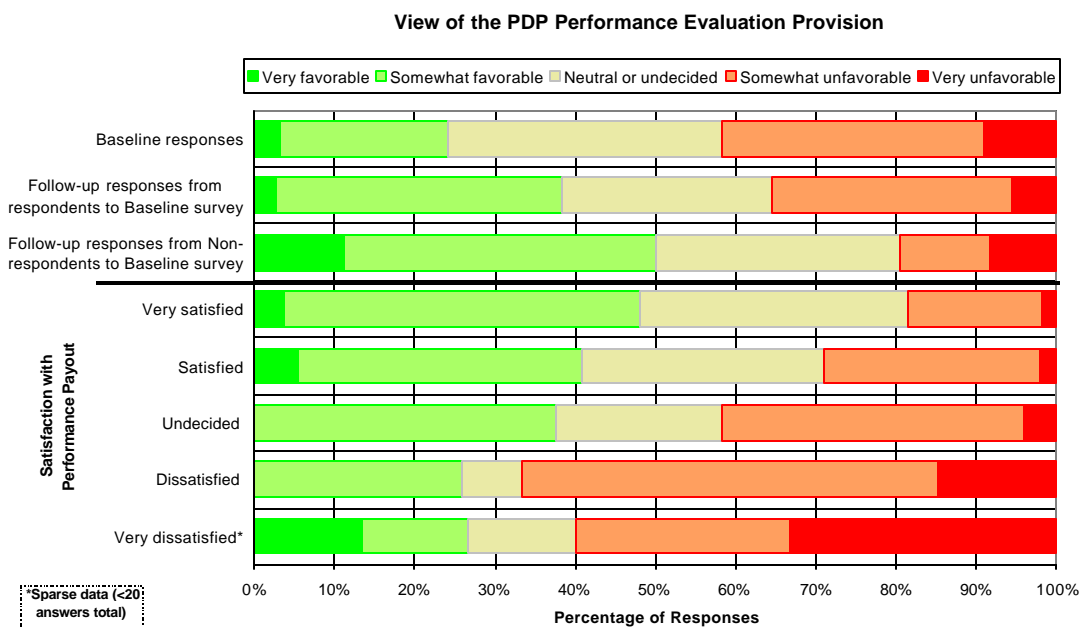


Figure 30. Summary Measures of Civilian Supervisors’ and Managers’ View of the PDP Performance Evaluation Provision as Related to Performance Payout

Figure 31 summarizes civilian supervisor and manager reactions to performance evaluation across organizations. For organizations with large samples, WRAIR, USAMRIID, USARIEM, and USAMMA, there was an increase in favorable reactions and a decrease in unfavorable reactions. For the last three, favorable reactions now outnumber unfavorable reactions. USAMRAA shows a small decrease in unfavorable reactions and a much larger increase in favorable reactions, and is now more favorable than unfavorable toward performance evaluation. Only WRAIR and HQ, USAMRMC remain more unfavorable than favorable toward performance evaluation among civilian supervisors and managers. Overall, over 40% of responses were favorable compared to 33% unfavorable.

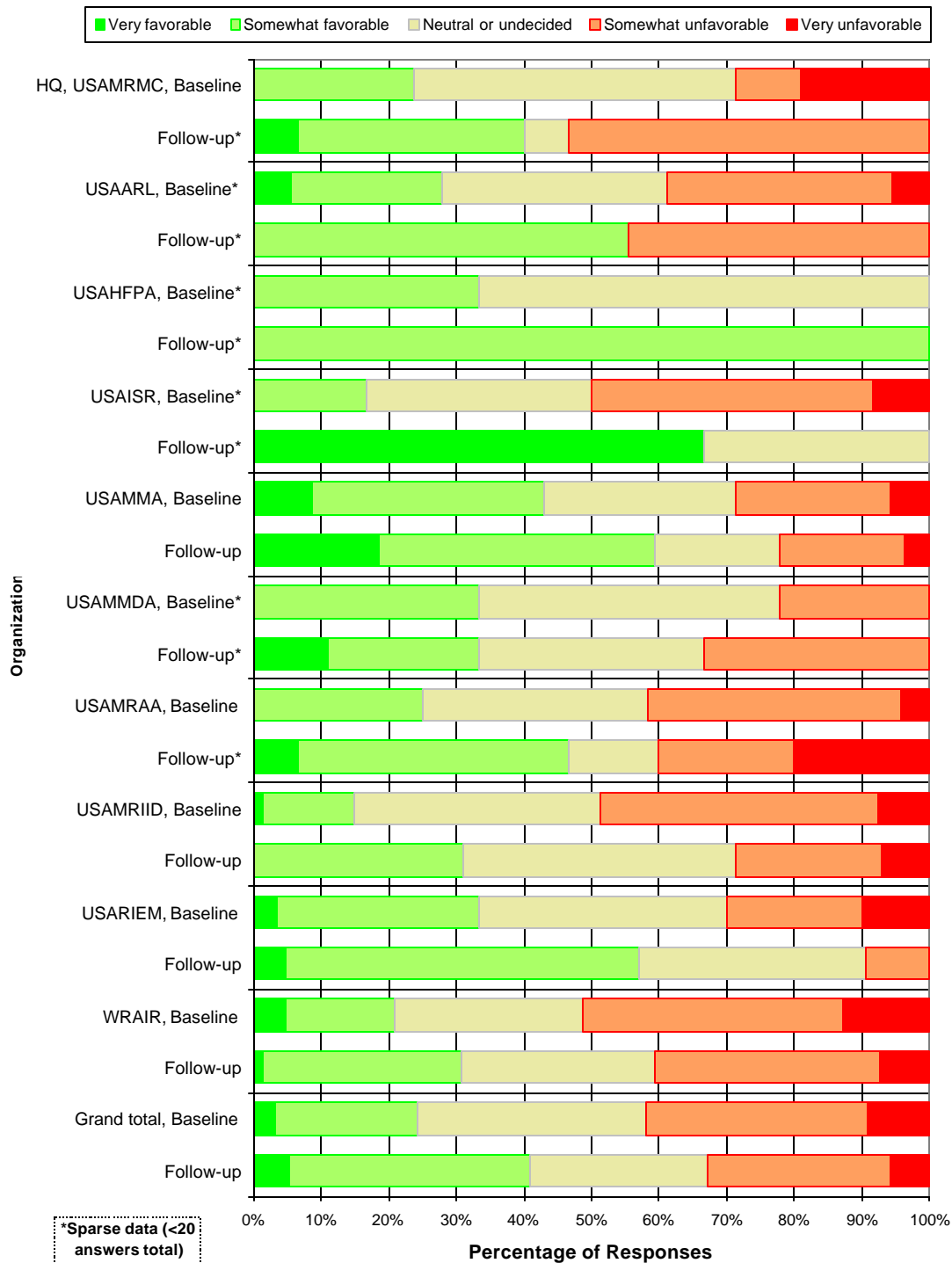


Figure 31. Summary Measures of Civilian Supervisors’ and Managers’ View of the PDP Performance Evaluation Provision by Organization

Military supervisors and managers of civilians also answered Section IV and their responses are summarized in Figure 32. On the follow-up survey, military supervisors and managers are more favorable than unfavorable on all four categories of questions: pay-for-performance,

performance evaluation, position classification, and the PDP in general. Most changes from the baseline survey were toward more favorable reactions and less unfavorable reactions, with favorable reactions outnumbering unfavorable reactions.

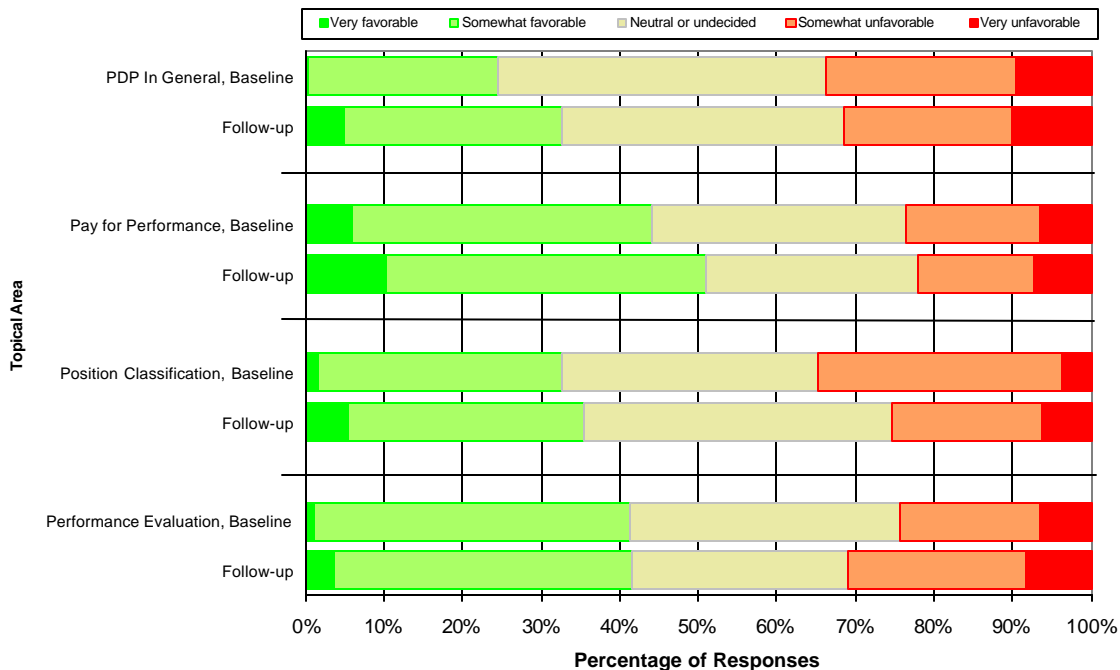


Figure 32. Summary Measures of Military Supervisors’ and Managers’ View of the PDP (General), and the Pay-for-Performance, Position Classification, and Performance Evaluation Provisions

Satisfaction with Review Related to Satisfaction with Payout

The follow-up survey included questions asking for reactions to both satisfaction with the first performance evaluation under the PDP and satisfaction with the first performance payout. One would expect that those who were generally satisfied with their evaluation also would be generally satisfied with their payout. Figure 33 shows this relationship across organizations. These bars show the absolute number of respondents from each organization broken into three categories: generally satisfied, neither satisfied nor dissatisfied, and generally dissatisfied with review. Each of those bars is color-coded for the number who were generally satisfied, neither satisfied nor dissatisfied, and generally dissatisfied with the payout. With one striking exception, for those generally satisfied with the review, few were dissatisfied with the payout.

Figure 33. Summary Measures of Civilian Employees’ Satisfaction with Their Performance Reviews as Related to Their Satisfaction with Performance Payouts

Summary of Findings

Compared to the first survey, civilian employees appear to be generally more favorable toward the PDP, somewhat more favorable toward pay-for-performance, and slightly more favorable toward position classification. Performance evaluation finds more favorable reactions, but also more negative reactions, with positive responses outnumbering negative responses. Despite the improvements in overall opinions toward the PDP, unfavorable reactions still outnumber favorable reactions, and there remains a sizable neutral or undecided group.

Supervisor and manager reactions to the PDP in general, for pay-for-performance, position classification, and performance evaluation have become more favorable in comparison to the results from the baseline survey. In general, negative reactions decreased and there is still a sizable neutral or undecided group. There is a strong and consistent positive relationship between employee satisfaction with the performance payout and reactions to all aspects of the PDP.

Responses to Specific Questions

Summary tables of responses to all questions are provided in Appendix D; however, the responses to some specific questions worth noting are provided below.

- In the follow-up survey, 56.6% of responding civilian employees disagreed with the statement that the PDP will improve their job performance (question 51), a value nearly unchanged from the baseline survey (59.5% who disagreed in question 46).
- Fewer than 20% of civilian employees responding to the follow-up survey agreed that their organization had not provided them enough information about the PDP (16.6% in question 56) and that they have insufficient information to judge how the PDP will affect them (12.2% in question 63); while well over 60% of the responding employees disagreed with each of these statements (65.6% and 65.4% for questions 56 and 63, respectively). These figures show a consistent shift of respondents from agreement to disagreement, suggesting that employees are becoming better informed about the PDP.
- About two-thirds (66.8%) of employees responding to the follow-up survey disagreed that the PDP has improved morale (question 59) compared to 77.9% from the baseline survey.
- In the follow-up survey, less than 40% (38.8%) of responding employees disagree with the statement that they generally favor the PDP (question 69), whereas nearly 30% agree with the statement. In the baseline survey, the corresponding percentages were 49.0% and 19.0%, respectively.
- In the baseline survey, fewer than one in six responding employees (15.7%) agreed with the statement that they fear the PDP will let managers reassign them to jobs that they do not like or are untrained to perform, while more than half (57.4%) disagreed with this statement. The follow-up survey (question 79) shows a similar view (18.6% and 56.5%, respectively).
- Follow-up results are also consistent with the baseline survey, in which over half of responding employees (52.2%) disagreed that the new performance appraisal method improves on TAPES while fewer than one in eight (12.1%) agreed. Corresponding percentages from the follow-up (question 82), responses are 51.1% and 15.5%, respectively.
- In the baseline survey, about 46% of responding supervisors disagreed that the PDP will help them be more effective supervisors; a similar percentage is neutral or undecided, and only 13% agreed with this assessment. The corresponding percentages from the follow-up survey (question 103) are 37.1% and 25%, respectively, again suggesting movement from an unfavorable to a favorable view of the PDP on the order of 10%.
- The statement, “My opinion of PDP has gotten higher over the last 6 months” (question 85) was agreed with by about 23%, reflecting a combination of an increase in favorable responses and a decrease in unfavorable responses across all elements of the PDP.

Factors in Job Satisfaction

Questions 104 through 113 in the follow-up survey asked the employees to rank factors in job satisfaction as most important, modestly important, or least important. Based on the percentage of “most important responses,” these factors were rank-ordered as follows, from most important to least important:

1. Base pay and other financial incentives
2. Nature of my work
3. Treatment by supervisor
4. Opportunity to advance in career field
5. Job security in event of Reduction in Force (RIF)
6. Coworkers (except supervisor)
7. Physical work environment/location
8. Work schedule
9. Non-financial recognition
10. Chances to travel and attend professional meetings

The details of the responses upon which this ordering is based is shown in Figure 34. Approximately 70% of those responding ranked pay issues as “most important,” and only about 3% of responses ranked pay issues as “least important.” This is consistent with the strong and widespread concern found in responders’ written comments over pay-for-performance provisions and pay banding (see below).

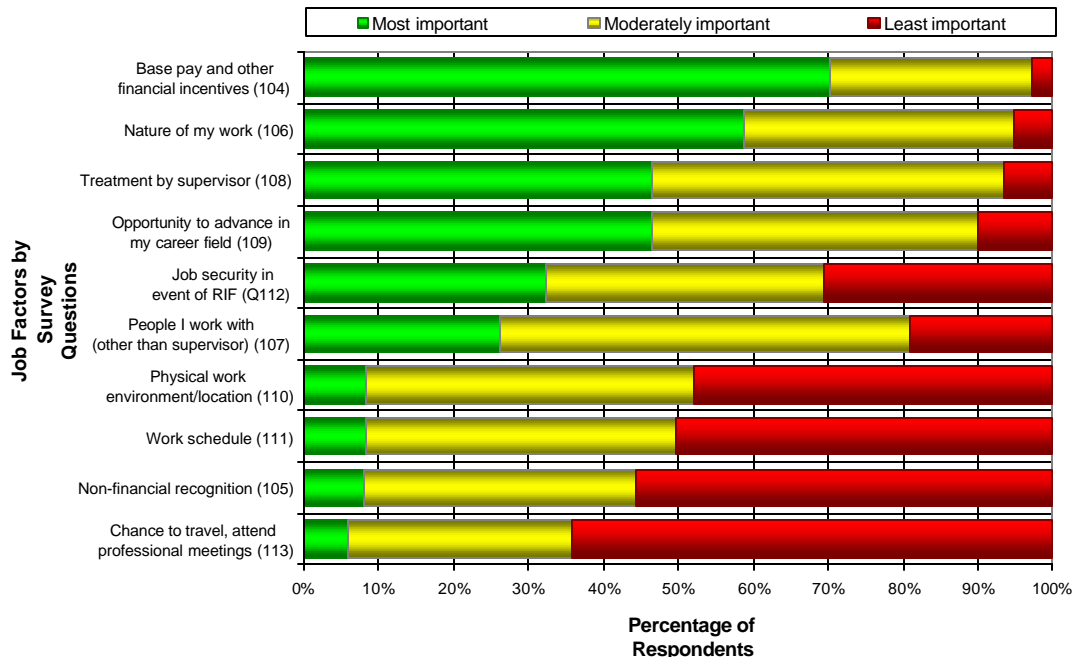


Figure 34. Factors in Job Satisfaction (Section V, Questions 104 through 113 of Appendix A)

These results from the follow-up survey (questions 104-113) are in close agreement with the baseline survey, with the categories in nearly the same order and comparable percentages. Where changes in order occurred, adjacent categories had very similar percentages.

This result is more significant than it seems at first glance. Participation in the PDP surveys is both voluntary and anonymous so there is no assurance that responses to the follow-up survey represent the opinions of USAMRMC employees in general, or even those of the respondents to the baseline survey. The correspondence between these rankings suggests that the respondents to the follow-up survey are at least consistent in their views of job satisfaction with respondents to the baseline survey.

Information from responders' written comments on the follow-up questionnaire were assessed to obtain a general impression of comments. While this process cannot furnish quantitative counts and correlations, it does offer insight into the concerns of respondents' who made written comments.

Overview

Written comments germane to the PDP¹ were present in 261 of the 456 follow-up questionnaires returned, or 57.2%. This is consistent with the baseline survey, where 341 (60.8%) of the 561 respondents included written comments in response to the survey questions and requests for feedback regarding the PDP survey document.

Although no rigorous determination was made of the length of comments, it was the independent evaluator's impression that in the majority of follow-up questionnaires with comments, respondents' remarks were between 30 and 150 words. Fewer than a dozen of the returned questionnaires contained comments more extensive than 150 words. This contrasts with the baseline survey, in which approximately 40% of the written comments were terse in nature (roughly 30 words or less), about 40% were extensive (roughly 150 words or more), and the remaining 20% fell somewhere in between. The reason for the difference is unclear. Perhaps those making extensive comments on the baseline survey might have felt they had "said their piece" and refrained from doing so on the follow-up. Since baseline and follow-up survey forms cannot be paired, such conjecture cannot be confirmed.

Summary of Content of Written Comments

Nearly all of the comments present in follow-up survey questionnaires correspond closely to issues raised by respondents to the baseline PDP survey. The following provides a summary of comments by topical areas.

- *Uncertainty as to the effects of the PDP on salaries and promotions or their attitudes toward it.* In the baseline survey, many respondents appeared to be withholding judgment of the PDP until completion of a full review cycle. A few objected to the timing of the PDP survey questionnaire, suggesting it should have been postponed until the end of the first review cycle. Others expressed hope that they would be given an opportunity to respond to a follow-up survey after the first review cycle was completed. In the follow-up survey, some respondents who seem otherwise somewhat "upbeat" about the PDP expressed uncertainty about its future. There is a small undercurrent of apprehension that pay pools will shrink or that RIFs will occur. Some who were not pleased with the PDP rating and/or payout express their unhappiness in no uncertain terms and have broadly written off the program.

- *Skepticism, cynicism, and lack of trust in those administering the PDP, including supervisors.* These feelings were embedded in many of the respondents written comments in the baseline survey. For example, allusions to the “old boy network” making it easier for retired military to come back into the system, supervisory abuse by rewarding “pets,” and lumping supervisor bonuses into the same pool as used for non-supervisory employees. Such remarks were noted on some returned follow-up survey questionnaires, terms such as “favoritism” and “nepotism” were expressed
- *Support for pay-for-performance and pay banding features of the USAMRMC PDP, qualified by specific caveats.* Written comments returned with both baseline and follow-up questionnaires expressed general approval of the pay-for-performance and pay banding features of the USAMRMC PDP. It should be noted, however, that much of the positive attitude in the baseline survey was focused on the potential effects of these features. In the follow-up survey this approval “in principle” remains, but there seems to be a greater feeling that the promise of the pay-for-performance feature is not being realized. Concerns expressed in the follow-up survey about other particular aspects of the PDP include the following:
 - ◆ As in comments found in responses to the baseline survey, there were complaints about the “caps” on GS-13 and GS-14 salaries imposed by the way these grades were translated into pay bands, a view expressed by managers and scientific staff; however, comments were generally not as negative as those found in the baseline survey, where there seemed to be widespread feelings that in this aspect, the PDP’s implementation reneged on previous commitments made to the affected staff.
 - ◆ A number of respondents to the baseline survey liked the increased room for salary growth that the system of pay bands seems to provide. However, there was also concern that individuals will “max out” and will find it very difficult, if not impossible, to move up to the next pay band level. This ambivalence was also found in comments from follow-up survey respondents.
 - ◆ In the baseline survey, a few individuals expressed concern that taking on increased responsibilities within a pay band would not necessarily result in an appropriate pay increase or promotion. Such concerns were noted in comments on follow-up survey questionnaires.
 - ◆ Finally, there was some concern expressed in the baseline survey responses with the timing and flexibility of pay increases by supervisors who felt that they were still limited in competing with industry for employee recruitment and retention. In the follow-up survey, the few comments on this issue were roughly equally split between those who said that PDP had improved the situation and those who still found shortcomings in the process.
- *Concern with performance ratings and RIF procedures.* This was the area of concern most commonly encountered in the follow-up survey comments. In the baseline PDP survey, some individuals expressed the view that every employee would get an A rating and some felt that no one would. In the follow-up survey, several respondents contended that both of these events had happened in one or another of the USAMRMC organizations. Individuals

with B ratings in organizational elements where no A's were given seemed particularly resentful that other shops "gave A's to everyone." Others were of the opinion that any low performance rating would be appealed or litigated into ineffectuality.

- ◆ A greater percentage of respondents in the follow-up survey expressed concern over the potential for "subjectivity" in ratings than did so in the baseline survey. This concern appears related to perceived inconsistency and inequities in rating due to such factors as misinterpretations, lack of understanding, and haste. It should be noted, however, that over 60% of civilians agreed with the statement "My supervisor will rate me fairly and impartially" (Q 71, Figure C-1).
- ◆ There was also continuing concern that some of the performance elements (e.g., "customer relations") may be relatively unimportant or inapplicable to certain occupational families, as well as expressed uncertainty as to the PDP's potential for RIFs.
- *Apprehension with military supervisors implementing the PDP but not being personally affected by it.* In the baseline survey, a few respondents voiced concern about having military supervisors under the PDP based on a perception that military supervisors may not fully understand the PDP or how a civilian compensation system ought to work since they are not personally affected by the PDP. Comments in follow-up survey forms indicate that for some employees this perception has led them to question whether or not military supervisors can adequately evaluate them.
- *Suggestions for improvement.* Among the written comments from returned follow-up survey questionnaires were a handful of suggestions for improving the PDP. One specific idea was to reorganize payouts by rating so that an employee with a C rating, an adequate performer under the PDP, would receive a partial share.

Conclusion

Exposure to the various provisions of the PDP has greatly increased and general knowledge of the PDP has increased since the baseline survey, confirming the effectiveness of command emphasis on communication, and training for the PDP since the baseline survey. Among all categories of employees, there has been a reduction in unfavorable reactions and an increase in favorable reactions to the provisions of the PDP. Performance evaluation now finds more positive responses than negative responses. Those who were most dissatisfied with their performance payouts were most unfavorable toward all provisions of the PDP. Civilian supervisors tend to be more favorable regarding the PDP in general and see more that is favorable in the PDP as it impacts their roles as supervisors. Questions regarding supervisor functions related to pay-for-performance, performance evaluation, and position classification now all receive more favorable than unfavorable responses. Military supervisors and managers are even more favorable toward the provisions of the PDP. A sizable number of surveys contained written comments, but comments tended to be shorter than on the baseline survey. There is general support for the concept of pay-for-performance, but there continues to be concern about the subjectivity, consistency, and fairness of evaluations. At the time of the survey, there was concern expressed about the cap on pay for persons who were in the GS13 and GS14 grade levels prior to implementation of the PDP.

APPENDIX A

THE U. S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND PERSONNEL DEMONSTRATION PROJECT FOLLOW-UP SURVEY QUESTIONNAIRE



**U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND
PERSONNEL DEMONSTRATION PROJECT SURVEY**

Section I: Information about Employee

1. What is your organization?
 - HQ, USAMRMC 1
 - USAARL 2
 - USAHFPA 3
 - USAISR 4
 - USAMMA 5
 - USAMRIID 6
 - USARIEM 7
 - WRAIR 8
 - USAMRAA 9
 - USAMMDA 10
 - USACEHR 11

2. How many years have you worked for this laboratory/center/activity (not necessarily at this location)?
 - Less than 1 year 1
 - 1-2 years 2
 - 3-5 years 3
 - 6-10 years 4
 - 11-15 years 5
 - 16-19 years 6
 - 20 years or more 7

3. How many years have you worked in your current position?
 - Less than 1 year 1
 - 1-2 years 2
 - 3-5 years 3
 - 6-10 years 4
 - 11-15 years 5
 - 16-19 years 6
 - 20 years or more 7

4. What is your occupational family?
 - Engineers & Scientists (E&S)..... 1
 - E&S Technicians..... 2
 - Administrative..... 3
 - General Support 4
 - Don't know..... 5

5. What type of position do you hold?
 - Career permanent..... 1
 - Temporary 2
 - Term/Contingent..... 3
 - Co-op/Intern 4
 - Military 5
 - Other..... 6

6. What is your level of supervisory responsibility?
 - None, I am not a supervisor (You do not sign performance appraisals.) 1
 - First-line supervisor (You sign performance appraisals.)..... 2
 - Manager (You supervise at least one supervisor.) 3
 - Executive (SES) 4

7. How long have you been a supervisor or manager?
 - I am not a supervisor 1
 - Less than 1 year..... 2
 - 1-2 years 3
 - 3-5 years 4
 - 6-10 years 5
 - More than 10 years..... 6

8. What is the highest level of education that you have completed?
 - Less than high school graduate..... 1
 - High School Diploma or GED 2
 - Technical, Vocational or Business School Certificate 3
 - Two-year Associate Degree 4
 - Bachelor's Degree 5
 - Master's Degree..... 6
 - Doctorate (e.g., Ph.D., M.D., D.V.M.) 7
 - Post-doctoral study..... 8

Please Mark <i>Yes</i> or <i>No</i> to the following questions	Yes	No
9. Are you a military supervisor/manager of civilians?		
10. Have you read all or part of the Federal Register you were provided that describes the Laboratory Personnel Management Demonstration Project?		
11. Have you read all or part of the Federal Register describing the Laboratory Personnel Management Demonstration Project on the USAMRMC web site?		
12. Have you attended a training program/session describing the provisions of the Personnel Demonstration Project (PDP)?		
13. Have you read any of the PDP Updates on the USAMRMC Web Site?		

Please Mark <i>Yes</i> or <i>No</i> to the following questions	Yes	No
14. Do you have a PDP Training Manual?		
15. If YES to previous question, have you read most of the PDP Training Manual?		
16. Have you been given the opportunity to ask questions or raise concerns about the PDP with representatives of the personnel department or division of your organization?		
17. If YES to the previous question, did you take advantage of this opportunity and ask questions or voice concerns?		
18. Does your organization have an employee Advisory Committee or working group for the Personnel Demonstration Project?		
19. If YES to previous question, do you know how to send your questions or concerns to the Advisory Committee or working group?		

IF YOU ARE MILITARY, SKIP TO SECTION II.

20. What was your GS grade/step prior to conversion? Check appropriate boxes.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	SES
GS Grade																
Step																

21. What is your current payband? Check appropriate box.

	I	II	III	IV	V	Don't Know
Payband						

Please Mark <i>Yes</i> or <i>No</i> to the following questions	Yes	No
22. Are you at the salary ceiling (cap) of your payband?		
23. My supervisor and I have discussed my Performance Objectives Worksheet.		
24. My supervisor and I have developed my performance objectives.		
25. Have you had an annual evaluation under the PDP?		
26. In conjunction with your annual evaluation, did you have a conference with your supervisor?		
27. Have you had a mid-year review/conference with your supervisor?		
28. Do you have a military supervisor?		

29. How satisfied were you with your last performance appraisal under PDP?

- Very satisfied 1
- Satisfied..... 2
- Undecided 3
- Dissatisfied..... 4
- Very dissatisfied 5
- Not rated..... 6

30. Did you receive a performance payout?

- Yes ... 1 No..... 2

31. If you received a performance payout, how satisfied were you with your performance payout outcome?

- Very satisfied 1
- Satisfied..... 2
- Undecided 3
- Dissatisfied..... 4
- Very dissatisfied 5

32. Did you respond to the earlier PDP Questionnaire?

- Yes ... 1 No..... 2

33. How well do you think your supervisor understands the provisions of the PDP that affect you?

- High understanding 1
- Moderate understanding..... 2
- Marginal understanding 3
- Little or no understanding 4
- Don't know..... 5

Section II: Employee Knowledge of the Provisions of the Personnel Demonstration Project

Please rate your familiarity with the following items or procedures.	Know nothing about it	Know a little	Have general familiarity	Know some details	Very familiar
34. Position classification					
35. Pay bands that replace grade levels and steps					
36. Occupational families					
37. Benchmark position descriptions and cover sheets					
38. Simplified assignment process					
39. Procedures for internal placement and retention					
40. Probationary periods					
41. Merit promotions					
42. Performance evaluation system					
43. Performance objective worksheet					
44. Seven performance elements					
45. Benchmark performance standards, weighting of elements					
46. Performance appraisals					
47. Procedures for computing performance pay increases					
48. Supervisory bonus provisions					
49. Awards					
50. Reduction in Force (RIF) procedure under the system					

IF YOU ARE MILITARY, SKIP TO SECTION IV.

Section III: Civilian Employee Reactions to the Personnel Demonstration Project

Please rate how much you agree with the following statements about the PDP.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
51. The Pay for Performance provision will improve my job performance.					
52. The Pay for Performance provision will improve the performance of others.					
53. The Position Classification provision will help managers to place people in appropriate jobs and to meet the needs of the organization.					
54. The Position Classification provision will NOT improve my ability to advance in the organization or find more satisfying work.					
55. The Pay for Performance provision will reduce my pay compared to what it would have been under the GS System.					
56. My organization has NOT provided sufficient information about the PDP to the employees.					

Please rate how much you agree with the following statements about the PDP.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
57. The Performance Evaluation process will provide a fair evaluation of my performance.					
58. My confidence in the PDP is LOW because the rules seem to be made up as we go along.					
59. The PDP has improved my morale.					
60. The PDP has improved the morale of most other employees.					
61. The Pay for Performance provision will give me fair pay for my work.					
62. The Pay for Performance provision will reduce my chances for promotion.					
63. I have NOT received sufficient information about the PDP to understand how it affects me.					
64. I feel the PDP is a good way to improve performance, to help the organization meet critical mission needs, and to retain the best qualified employees.					
65. I feel the PDP is really a way to save the government money by limiting pay raises and promotions, and eliminating positions.					
66. Most employees understand the rules and procedures under the PDP.					
67. I feel that employees have NOT had sufficient input into the procedures used in the PDP.					
68. Under the PDP I can see advantages to becoming a supervisor or manager to be eligible for a bonus.					
69. I am generally in favor of the PDP.					
70. The new Performance Objectives Worksheet is NOT better than the old performance objectives form.					
71. I feel that my supervisor will rate my performance in a fair and impartial manner.					
72. I expect that my performance evaluation will result in an "A" rating.					
73. I am satisfied with the process to develop my performance objectives and to monitor my progress.					
74. I do not like the fact that ALL Performance Elements are considered critical elements for rating purposes.					
75. My supervisor and I agree on what "good performance" on my job means.					
76. The Pay for Performance provision will NOT selectively reward good performance because most employees will receive "A" ratings.					
77. I am concerned that many employees that were rated EXCEPTIONAL under the old system will be rated "B" under the Pay for Performance system.					
78. The PDP will have little impact on marginal and unsatisfactory workers.					
79. I am afraid that the PDP will allow my manager to reassign me to a job I do not like or that I am not trained to perform well.					
80. I do NOT understand the new Performance Appraisal form and the way rating scores are calculated.					
81. I think that the Pay for Performance provision will increase salaries, therefore the system will be changed to save money.					

Please rate how much you agree with the following statements about the PDP.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
82. I believe the new Performance Appraisal method is an improvement over the old performance appraisal method.					
83. I have noticed that procedures under PDP have been changed to address employee concerns or questions.					
84. In the long-run, I believe that the PDP will be harmful to my motivation.					
85. My opinion of the PDP has become more favorable over the last 6 months.					

IF YOU ARE NOT A SUPERVISOR/MANAGER, SKIP TO SECTION V.

Section IV: Supervisor/Manager Reactions to the PDP

If you are a supervisor or manager, answer the following additional questions. Please rate how much you agree with the following statements about the PDP.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
86. The Pay for Performance provision will improve my ability to effectively manage my employees.					
87. I believe the PDP will make my job as a supervisor or manager more difficult.					
88. I will use the Pay for Performance provision to reward those employees with the best performance.					
89. I will find it hard to give my employees less than an "A" rating on their evaluation.					
90. The Position Classification System will improve my ability to place employees where I need them most.					
91. I do NOT understand the purpose of Specialty Codes that are on the Bench Mark Position Description Cover Sheet.					
92. The Pay for Performance provision will give my employees fair pay for their work.					
93. The Pay for Performance provision will reduce my employees' pay compared to what it would have been under the GS System.					
94. The Pay for Performance provision will reduce my employees' chances for promotion.					
95. I would give more of my employees lower than an "A" rating if I knew that the majority of employees will receive lower than "A" ratings.					
96. The Performance Evaluation process will provide a fair method for evaluation of the performance of employees.					
97. I feel that supervisors have NOT had sufficient input into the provisions of the PDP.					
98. The Pay for Performance provision will NOT help improve the performance of marginal or unsatisfactory employees.					
99. The Performance Objective Worksheet and conferences help develop the knowledge, skills and abilities of my employees.					
100. The provisions of the PDP allow me to give additional money to those employees that deserve special recognition.					
101. The PDP will NOT improve communication between supervisors and employees.					

If you are a supervisor or manager, answer the following additional questions. Please rate how much you agree with the following statements about the PDP.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
102. I am glad that my organization was selected to participate in the PDP.					
103. I believe the PDP will help me be a more effective supervisor or manager.					

Section V: Factors in Job Satisfaction

Please rank the following factors in determining YOUR job satisfaction. First, review all the items in the list. There are 10 items. Mark 3 that are LEAST IMPORTANT, 4 that are MODERATELY IMPORTANT, and 3 that are MOST IMPORTANT. Do not mark more than the number allowed in each category.

Job Satisfaction Factors	Least Important 3 Items	Moderately Important 4 Items	Most Important 3 Items
104. Basic pay and other financial incentives			
105. Non-financial recognition			
106. The nature of my work			
107. The people I work with, other than my supervisor			
108. The way I am treated by my supervisor			
109. The opportunity to advance in my career field			
110. The physical work environment/location			
111. The work schedule			
112. Job security in the event of a RIF			
113. Chances to travel and to attend professional meetings			

**Please write in your ideas and suggestions.
These are OPTIONAL.**

If important topics of concern to you have not been covered in this questionnaire, please provide a brief description of the topic that you think the organization should consider in the evaluation of the Personnel Demonstration Project:

Please identify the two concepts or provisions in the PDP that you believe are MOST VALUABLE:

- 1.

- 2.

Please identify the two concepts or provisions in the PDP that give you the GREATEST CONCERN:

- 1.

- 2.

Thank you for completing this questionnaire on the PDP. Your opinions are very important to our implementation and assessment of the project. Return the completed survey in the enclosed pre-addressed postage-paid return envelope within 5 working days of receiving it. Your answers are strictly confidential and your responses will be totally anonymous. If you do not have the return envelope, send it to:

**SAIC
PDP Questionnaire
626 Towne Center Drive, Suite 301
Joppa, Maryland 21085**

**If you have questions pertaining to this questionnaire, please call Dr. Steve Hursh,
410-538-2901.**

APPENDIX B

THE U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND PERSONNEL DEMONSTRATION PROJECT BASELINE SURVEY QUESTIONNAIRE



**U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND
PERSONNEL DEMONSTRATION PROJECT SURVEY**

Section I: Information about Employee

- | | |
|---|---|
| <p>1. What is your parent organization?</p> <p>HQ, USAMRMC <input type="checkbox"/></p> <p>USAARL <input type="checkbox"/></p> <p>USAHFPA <input type="checkbox"/></p> <p>USAISR <input type="checkbox"/></p> <p>USAMMA <input type="checkbox"/></p> <p>USAMRIID <input type="checkbox"/></p> <p>USARIEM <input type="checkbox"/></p> <p>WRAIR <input type="checkbox"/></p> <p>USAMRAA <input type="checkbox"/></p> <p>USAMMDA <input type="checkbox"/></p> <p>2. Are you</p> <p>Female <input type="checkbox"/></p> <p>Male <input type="checkbox"/></p> <p>3. How many years have you worked for this laboratory/
center/activity (not necessarily at this location)?</p> <p>Less than 1 year..... <input type="checkbox"/></p> <p>1-2 years..... <input type="checkbox"/></p> <p>3-5 years..... <input type="checkbox"/></p> <p>6-10 years..... <input type="checkbox"/></p> <p>11-15 years..... <input type="checkbox"/></p> <p>16-19 years..... <input type="checkbox"/></p> <p>20 years or more..... <input type="checkbox"/></p> <p>4. How many years have you worked in your current
position?</p> <p>Less than 1 year..... <input type="checkbox"/></p> <p>1-2 years..... <input type="checkbox"/></p> <p>3-5 years..... <input type="checkbox"/></p> <p>6-10 years..... <input type="checkbox"/></p> <p>11-15 years..... <input type="checkbox"/></p> <p>16-19 years..... <input type="checkbox"/></p> <p>20 years or more..... <input type="checkbox"/></p> <p>5. What is your occupational family?</p> <p>Engineers & Scientists (E&S)..... <input type="checkbox"/></p> <p>E&S Technicians..... <input type="checkbox"/></p> <p>Administrative..... <input type="checkbox"/></p> <p>General Support <input type="checkbox"/></p> <p>Don't know..... <input type="checkbox"/></p> | <p>6. What is your level of supervisory responsibility?</p> <p>None, I am not a supervisor
(You do not sign performance
appraisals.) <input type="checkbox"/></p> <p>First-line supervisor
(You sign performance appraisals.) <input type="checkbox"/></p> <p>Manager
(You supervise at least one
supervisor.) <input type="checkbox"/></p> <p>Executive (SES) <input type="checkbox"/></p> <p>7. What type of position do you hold?</p> <p>Career permanent..... <input type="checkbox"/></p> <p>Temporary <input type="checkbox"/></p> <p>Term/Contingent..... <input type="checkbox"/></p> <p>Co-op/Intern <input type="checkbox"/></p> <p>Military <input type="checkbox"/></p> <p>Other..... <input type="checkbox"/></p> <p>8. How long have you been a supervisor or manager?</p> <p>I am not a supervisor <input type="checkbox"/></p> <p>Less than 1 year..... <input type="checkbox"/></p> <p>1-2 years..... <input type="checkbox"/></p> <p>3-5 years..... <input type="checkbox"/></p> <p>6-10 years <input type="checkbox"/></p> <p>More than 10 years..... <input type="checkbox"/></p> <p>9. What is the highest level of education that you have
completed?</p> <p>Less than high school graduate..... <input type="checkbox"/></p> <p>High School Diploma or GED <input type="checkbox"/></p> <p>Technical, Vocational or
Business School Certificate <input type="checkbox"/></p> <p>Two-year Associate Degree <input type="checkbox"/></p> <p>Bachelor's Degree <input type="checkbox"/></p> <p>Master's Degree..... <input type="checkbox"/></p> <p>Doctorate (e.g., Ph.D., M.D., D.V.M.) <input type="checkbox"/></p> <p>Post-doctoral study..... <input type="checkbox"/></p> |
|---|---|

Please Mark <i>Yes</i> or <i>No</i> to the following questions	Yes	No
10. Are you a military supervisor of civilians?	<input type="checkbox"/>	<input type="checkbox"/>
11. Have you read all or part of the Federal Register describing the Laboratory Personnel Management Demonstration Project in print?	<input type="checkbox"/>	<input type="checkbox"/>
12. Have you read all or part of the Federal Register describing the Laboratory Personnel Management Demonstration Project on the USAMRMC web site?	<input type="checkbox"/>	<input type="checkbox"/>
13. Have you attended a training program/session describing the provisions of the Personnel Demonstration Project (PDP)?	<input type="checkbox"/>	<input type="checkbox"/>

Please Mark <i>Yes</i> or <i>No</i> to the following questions	Yes	No
14. Have you read any of the PDP Updates on the USAMRMC Web Site?		
15. Do you have a PDP Training Manual?		
16. If YES to previous question, have you read most of the PDP Training Manual?		
17. Do you know if our organization has an employee Advisory Committee or working group for the Personnel Demonstration Project?		
18. If YES to previous question, do you know how to send your questions or concerns to the Advisory Committee or working group?		

IF YOU ARE A MILITARY SUPERVISOR OR MANAGER, SKIP TO SECTION II: KNOWLEDGE OF THE PROVISIONS OF THE PERSONNEL DEMONSTRATION PROJECT.

19. What was your GS grade/step prior to conversion? Check appropriate boxes.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	SES
GS Grade																
Step																

20. What is your current payband? Check appropriate box.

	I	II	III	IV	V	Don't Know
Payband						

Please Mark <i>Yes</i> or <i>No</i> to the following questions	Yes	No
21. Are you at the salary ceiling (cap) of your payband?		
22. My supervisor and I have discussed my Performance Objectives Worksheet.		
23. My supervisor and I have developed my performance objectives.		
24. Have you had an annual evaluation under the PDP?		
25. Have you had a mid-year review/conference with your supervisor?		
26. Do you have a military supervisor?		

27. How well do you think your supervisor understands the provisions of the PDP that affect you?

- High understanding
- Moderate understanding
- Marginal understanding
- Little or no understanding
- Don't know

Section II: Knowledge of the Provisions of the Personnel Demonstration Project

Please rate your familiarity with the following items or procedures.	Know nothing about it	Know a little	Have general familiarity	Know some details	Know it thoroughly
28. Position classification					
29. Pay bands that replace grade levels and steps					
30. Occupational families					
31. Benchmark position descriptions and cover sheets					
32. Simplified assignment process					
33. Procedures for internal placement and retention					
34. Probationary periods					
35. Merit promotions					
36. Performance evaluation system					

Please rate your familiarity with the following items or procedures.	Know nothing about it	Know a little	Have general familiarity	Know some details	Know it thoroughly
37. Performance objective worksheet					
38. Seven performance elements					
39. Benchmark performance standards, weighting of elements					
40. Performance appraisals					
41. Procedures for computing performance pay increases					
42. Supervisory bonus provisions					
43. Awards					
44. Procedures for conversion into the system					
45. Reduction in Force (RIF) procedure under the system					

Section III: Employee Reactions to the Personnel Demonstration Project

<div style="border: 2px solid black; padding: 5px; text-align: center;"> IF YOU ARE A MILITARY SUPERVISOR OR MANAGER, SKIP TO SECTION IV: SUPERVISOR AND MANAGER REACTIONS TO THE PDP. </div>	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Please rate how much you agree with the following statements about the PDP.					
46. The Pay for Performance provision will improve my job performance.					
47. The Pay for Performance provision will improve the performance of others.					
48. The Position Classification provision will help managers to place people in appropriate jobs and to meet the needs of the organization.					
49. The Position Classification provision will NOT improve my ability to advance in the organization or find more satisfying work.					
50. The Pay for Performance provision will reduce my pay compared to what it would have been under the GS System.					
51. My organization has NOT provided sufficient information about the PDP to the employees.					
52. The Performance Evaluation process will provide a fair evaluation of my performance.					
53. My confidence in the PDP is LOW because the rules seem to be made up as we go along.					
54. The PDP has improved my morale.					
55. The PDP has improved the morale of most other employees.					
56. The Pay for Performance provision will give me fair pay for my work.					
57. The Pay for Performance provision will reduce my chances for promotion.					
58. I have NOT received sufficient information about the PDP to understand how it affects me.					
59. I feel the PDP is a good way to improve performance, to help the organization meet critical mission needs, and to retain the best qualified employees.					
60. I feel the PDP is really a way to save the government money by limiting pay raises and promotions, and eliminating positions.					
61. Most employees understand the rules and procedures under the PDP.					

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Please rate how much you agree with the following statements about the PDP.					
62. I feel that employees have NOT had sufficient input into the procedures used in the PDP.					
63. Under the PDP I can see advantages to becoming a supervisor or manager to be eligible for a bonus.					
64. I am generally in favor of the PDP.					
65. The new Performance Objectives Worksheet is NOT better than the old performance objectives form.					
66. I feel that my supervisor will rate my performance in a fair and impartial manner.					
67. I expect that my performance evaluation will result in an "A" rating.					
68. I am satisfied with the process to develop my performance objectives and to monitor my progress.					
69. I do not like the fact that ALL Performance Elements are considered critical elements for rating purposes.					
70. My supervisor and I agree on what "good performance" on my job means.					
71. The Pay for Performance provision will NOT selectively reward good performance because most employees will receive "A" ratings.					
72. I am concerned that many employees that were rated EXCEPTIONAL under the old system will be rated "B" under the Pay for Performance system.					
73. The PDP will have little impact on marginal and unsatisfactory workers.					
74. I am afraid that the PDP will allow my manager to reassign me to a job I do not like or that I am not trained to perform well.					
75. I do NOT understand the new Performance Appraisal form and the way rating scores are calculated.					
76. I think that the Pay for Performance provision will increase salaries, therefore the system will be changed to save money.					
77. I believe the new Performance Appraisal method is an improvement over the old performance appraisal method.					

Section IV: Supervisor and Manager Reactions to the PDP

IF YOU ARE NOT A SUPERVISOR/MANAGER, SKIP TO SECTION V: FACTORS IN JOB SATISFACTION.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
If you are a supervisor or manager, answer the following additional questions. Please rate how much you agree with the following statements about the PDP.					
78. The Pay for Performance provision will improve my ability to effectively manage my employees.					
79. I believe the PDP will make my job as a supervisor or manager more difficult.					
80. I will use the Pay for Performance provision to reward those employees with the best performance.					
81. I will find it hard to give my employees less than an "A" rating on their evaluation.					
82. The Position Classification System will improve my ability to place employees where I need them most.					

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
If you are a supervisor or manager, answer the following additional questions. Please rate how much you agree with the following statements about the PDP.					
83. I do NOT understand the purpose of Specialty Codes that are on the Bench Mark Position Description Cover Sheet.					
84. The Pay for Performance provision will give my employees fair pay for their work.					
85. The Pay for Performance provision will reduce my employees' pay compared to what it would have been under the GS System.					
86. The Pay for Performance provision will reduce my employees' chances for promotion.					
87. I would give more of my employees lower than an "A" rating if I knew that the majority of employees will receive lower than "A" ratings.					
88. The Performance Evaluation process will provide a fair method for evaluation of the performance of employees.					
89. I feel that supervisors have NOT had sufficient input into the provisions of the PDP.					
90. The Pay for Performance provision will NOT help improve the performance of marginal or unsatisfactory employees.					
91. The Performance Objective Worksheet and conferences help develop the knowledge, skills and abilities of my employees.					
92. The provisions of the PDP allow me to give additional money to those employees that deserve special recognition.					
93. The PDP will NOT improve communication between supervisors and employees.					
94. I am glad that my organization was selected to participate in the PDP.					
95. I believe the PDP will help me be a more effective supervisor or manager.					

Section V: Factors in Job Satisfaction

Please rank the following factors in determining YOUR job satisfaction. First, review all the items in the list. There are 10 items. Mark 3 that are LEAST IMPORTANT, 4 that are MODERATELY IMPORTANT, and 3 that are MOST IMPORTANT. Do not mark more than the number allowed in each category.

Job Satisfaction Factors	Least Important 3 Items	Moderately Important 4 Items	Most Important 3 Items
96. Basic pay and other financial incentives			
97. Non-financial recognition			
98. The nature of my work			
99. The people I work with, other than my supervisor			
100. The way I am treated by my supervisor			
101. The opportunity to advance in my career field			
102. The physical work environment			
103. The work schedule			
104. Job security in the event of a RIF			
105. Chances to travel and to attend professional meetings			

Please help us improve this questionnaire.

Questionnaire Improvements	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
106. This questionnaire has covered all the topics that are relevant to me for evaluation of the PDP.					
107. The questions and response choices on this survey were clear.					
108. The responses I gave on this questionnaire were my honest opinion and were not influenced by fear of negative consequences from my organization.					

**Please write in your ideas and suggestions.
These are OPTIONAL.**

If important topics of concern to you have not been covered in this questionnaire, please provide a brief description of the topic that you think the organization should consider in the evaluation of the Personnel Demonstration Project:

Please identify the two concepts or provisions in the PDP that you believe are MOST VALUABLE:

- 1.

- 2.

Please identify the two concepts or provisions in the PDP that give you the GREATEST CONCERN:

- 1.

- 2.

If certain questions were unclear, please indicate which ones and why:

Thank you for completing this questionnaire on the PDP. Your opinions are very important to our implementation and assessment of the project. Return the completed survey in the enclosed pre-addressed postage-paid return envelope within 5 working days of receiving it. Your answers are strictly confidential and your responses will be totally anonymous. If you do not have the return envelope, send it to:

**SAIC
PDP Questionnaire
626 Towne Center Drive, Suite 301
Joppa, MD 21085**

If you have questions pertaining to this questionnaire, call Dr. Steve Hursh with SAIC, 410-679-9800.

APPENDIX C

**EMPLOYEE REACTIONS TO THE
PERSONNEL DEMONSTRATION PROJECT (SECTIONS III AND IV)**

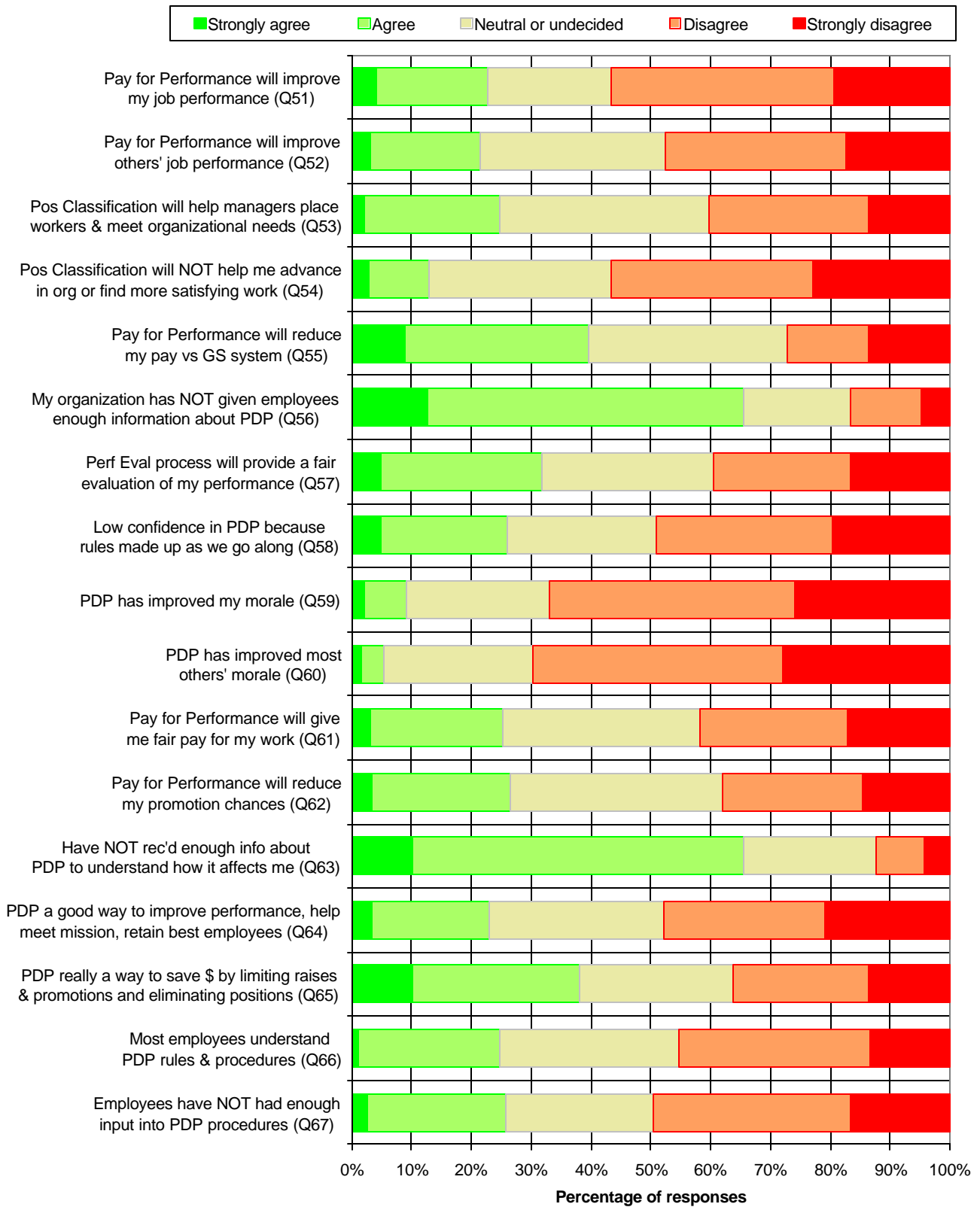


Figure C-1. Section III, Civilian Employee Reactions to PDP (Questions 51- 85)

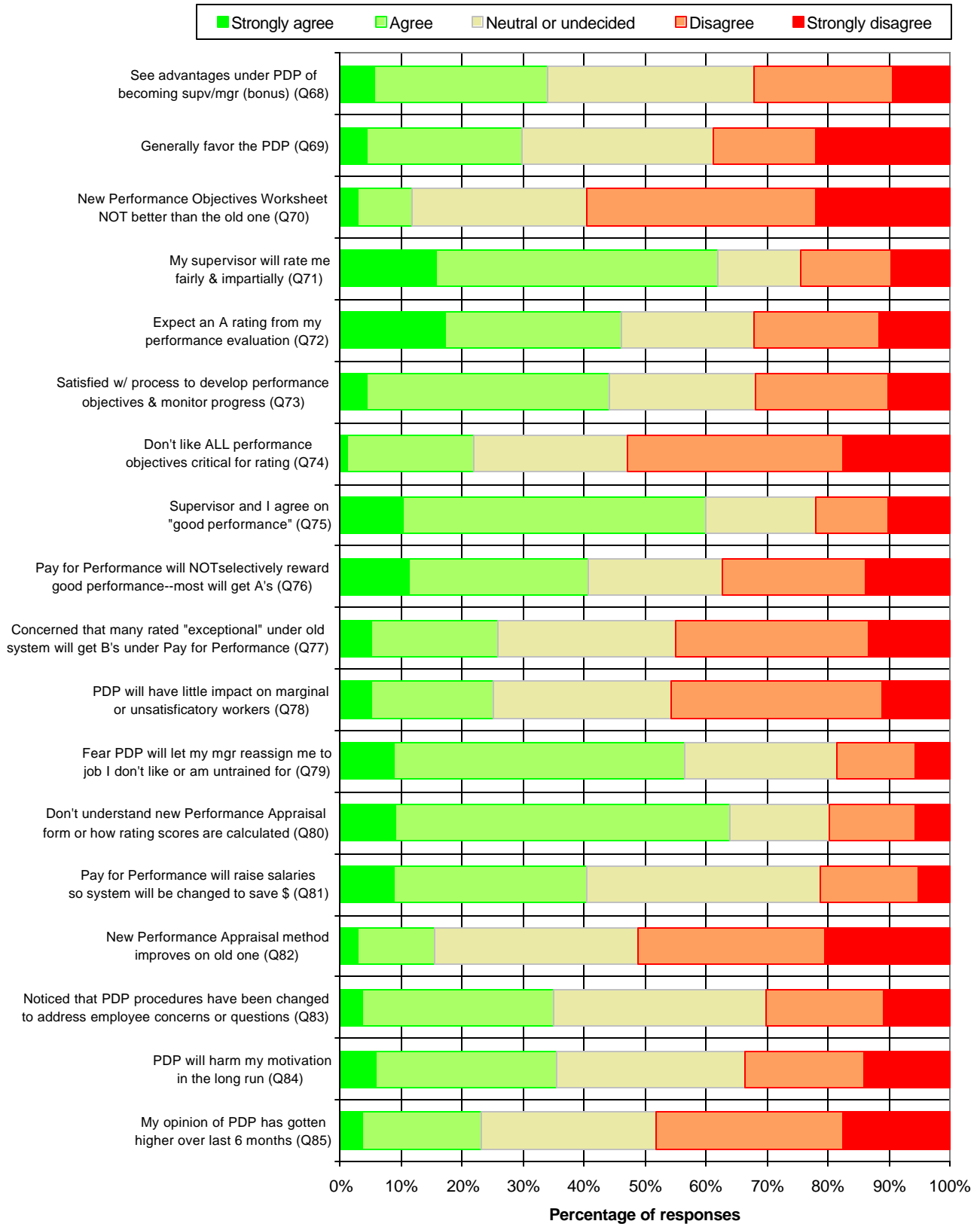


Figure C-1. Section III, Civilian Employee Reactions to PDP (Questions 51- 85) (cont.)

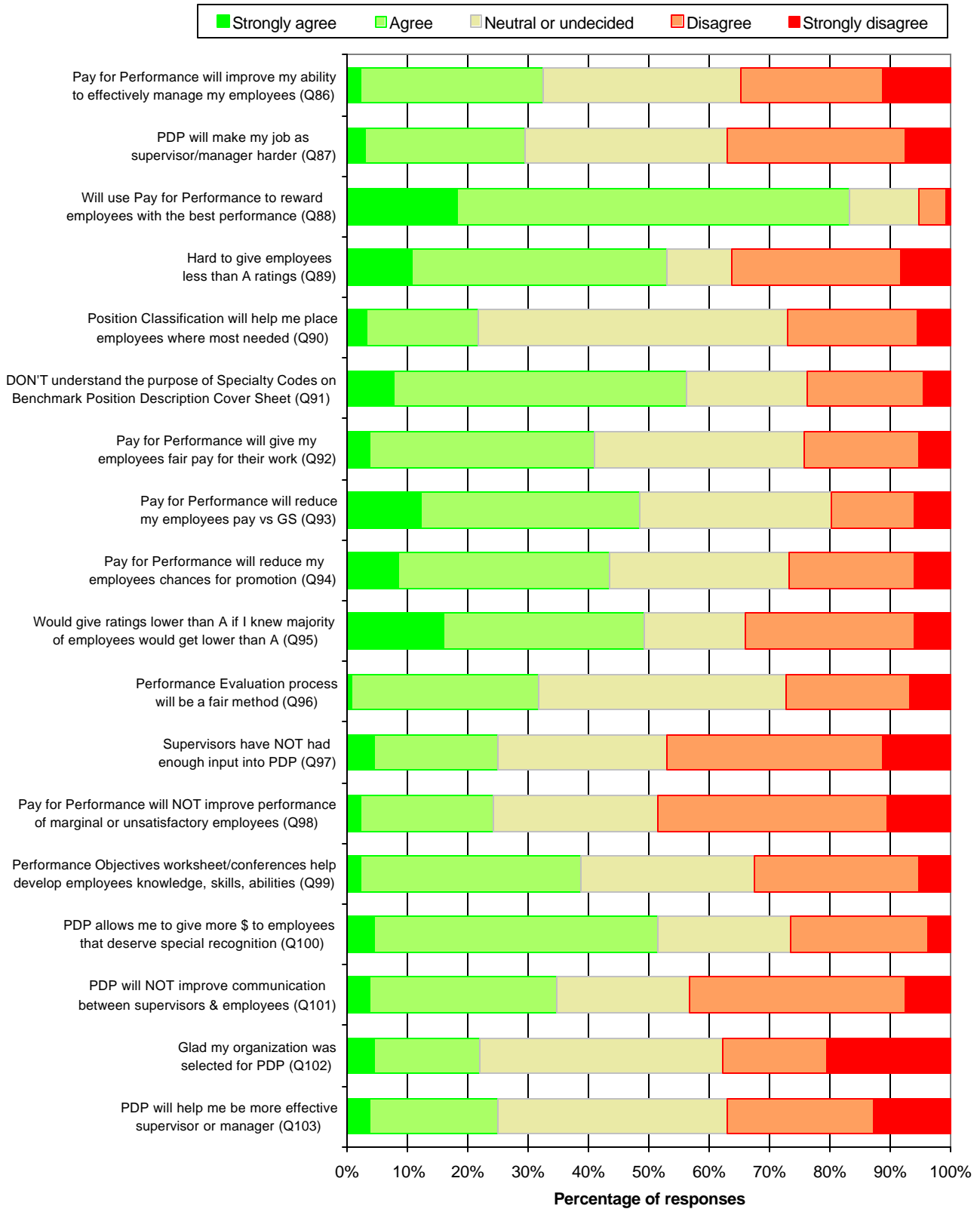


Figure C-2. Section IV, Supervisor/Manager Reactions to PDP (Questions 86-103)

APPENDIX D

SUMMARY OF RESULTS BY SURVEY QUESTION

SUMMARY OF RESULTS BY QUESTION IN THE PDP FOLLOW-UP SURVEY

Section I: Information about Employee

Question 1. What is your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HQ, USAMRMC	46	10.1	10.2	10.2
	USAARL	26	5.7	5.8	16
	USAHFPA	15	3.3	3.3	19.3
	USAISR	23	5	5.1	24.4
	USAMMA	59	12.9	13.1	37.6
	USAMRIID	64	14	14.2	51.8
	USARIEM	50	11	11.1	62.9
	WRAIR	104	22.8	23.1	86
	USAMRAA	37	8.1	8.2	94.2
	USAMMDA	18	3.9	4	98.2
	USACEHR	8	1.8	1.8	100
	Total	450	98.7	100	
Missing	(No Response)	6	1.3		
Total		456	100		

Question 2. How many years have you worked for this laboratory/center/activity (not necessarily at this location)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 year	42	9.2	9.4	9.4
	1-2 years	51	11.2	11.4	20.8
	3-5 years	52	11.4	11.6	32.4
	6-10 years	89	19.5	19.9	52.3
	11-15 years	93	20.4	20.8	73.2
	16-19 years	52	11.4	11.6	84.8
	20+ years	68	14.9	15.2	100
	Total	447	98	100	
Missing	(No Response)	9	2		
Total		456	100		

Question 3. How many years have you worked in your current position?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 year	62	13.6	13.8	13.8
	1-2 years	82	18	18.3	32.1
	3-5 years	83	18.2	18.5	50.6
	6-10 years	92	20.2	20.5	71
	11-15 years	78	17.1	17.4	88.4
	16-19 years	25	5.5	5.6	94
	20+years	27	5.9	6	100
	Total	449	98.5	100	
Missing	(No Response)	7	1.5		
Total		456	100		

Question 4. What is your occupational family?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Engineers & Scientists	160	35.1	36.7	36.7
	E&S Technicians	29	6.4	6.7	43.3
	Administrative	167	36.6	38.3	81.7
	General Support	72	15.8	16.5	98.2
	Don't know	8	1.8	1.8	100
	Total	436	95.6	100	
Missing	(No Response)	20	4.4		
Total		456	100		

Question 5. What type of position do you hold?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Career permanent	355	77.9	79.1	79.1
	Temporary	4	0.9	0.9	80
	Term/contingent	31	6.8	6.9	86.9
	Co-op/Intern	1	0.2	0.2	87.1
	Military	57	12.5	12.7	99.8
	Other	1	0.2	0.2	100
	Total	449	98.5	100	
Missing	(No Response)	7	1.5		
Total		456	100		

Question 6. What is your level of supervisory responsibility?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a supervisor	313	68.6	69.7	69.7
	First-line supervisor	83	18.2	18.5	88.2
	Manager	46	10.1	10.2	98.4
	Executive (SES)	7	1.5	1.6	100
	Total	449	98.5	100	
Missing	(No Response)	7	1.5		
Total		456	100		

Question 7. How long have you been a supervisor or manager?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not a supervisor	278	61	66.3	66.3
	<1 year	15	3.3	3.6	69.9
	1-2 years	15	3.3	3.6	73.5
	3-5 years	24	5.3	5.7	79.2
	6-10 years	37	8.1	8.8	88.1
	10+ years	50	11	11.9	100
	Total	419	91.9	100	
Missing	(No Response)	37	8.1		
Total		456	100		

Question 8. What is the highest level of education that you have completed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than HS grad	1	0.2	0.2	0.2
	HS/GED diploma	70	15.4	15.7	15.9
	Tech/voc/business school certificate	32	7	7.2	23
	2 yr Associate degree	55	12.1	12.3	35.3
	Bachelor's degree	97	21.3	21.7	57
	Master's degree	89	19.5	19.9	77
	Doctorate	55	12.1	12.3	89.3
	Post-doc study	48	10.5	10.7	100
	Total	447	98	100	
Missing	(No Response)	9	2		
Total		456	100		

Question 9. Are you a military supervisor/manager of civilians?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	12.5	12.6	12.6
	No	396	86.8	87.4	100
	Total	453	99.3	100	
Missing	(No Response)	3	0.7		
Total		456	100		

Question 10. Have you read all or part of the Federal Register you were provided that describes the Laboratory Personnel Management Demonstration Project?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	398	87.3	88.2	88.2
	No	53	11.6	11.8	100
	Total	451	98.9	100	
Missing	(No Response)	5	1.1		
Total		456	100		

Question 11. Have you read all of the Federal Register describing the Laboratory Personnel Management Demonstration Project on the USAMRMC web site?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	182	39.9	40.6	40.6
	No	266	58.3	59.4	100
	Total	448	98.2	100	
Missing	(No Response)	8	1.8		
Total		456	100		

Question 12. Have you attended a training program/session describing the provisions of the Personnel Demonstration Project (PDP)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	400	87.7	88.9	88.9
	No	50	11	11.1	100
	Total	450	98.7	100	
Missing	(No Response)	6	1.3		
Total		456	100		

Question 13. Have you read any of the PDP updates on the USAMRMC web site?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	278	61	61.4	61.4
	No	175	38.4	38.6	100
	Total	453	99.3	100	
Missing	(No Response)	3	0.7		
Total		456	100		

Question 14. Do you have a PDP Training Manual?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	380	83.3	84.4	84.4
	No	70	15.4	15.6	100
	Total	450	98.7	100	
Missing	(No Response)	6	1.3		
Total		456	100		

Question 15. If YES to previous question, have you read most of the PDP Training Manual?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	297	65.1	71.4	71.4
	No	119	26.1	28.6	100
	Total	416	91.2	100	
Missing	(No Response)	40	8.8		
Total		456	100		

Question 16. Have you been given the opportunity to ask questions or raise concerns about the PDP with representatives of the personnel department or division of your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	396	86.8	88	88
	No	54	11.8	12	100
	Total	450	98.7	100	
Missing	(No Response)	6	1.3		
Total		456	100		

Question 17. If YES to the previous question, did you take advantage of this opportunity and ask questions or voice concerns?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	291	63.8	71.3	71.3
	No	117	25.7	28.7	100
	Total	408	89.5	100	
Missing	(No Response)	48	10.5		
Total		456	100		

Question 18. Does your organization have an employee Advisory Committee or working group for the Personnel Demonstration Project?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	314	68.9	75.3	75.3
	No	103	22.6	24.7	100
	Total	417	91.4	100	
Missing	(No Response)	39	8.6		
Total		456	100		

Question 19. If YES to previous question, do you know how to send your questions or concerns to the Advisory Committee or working group?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	252	55.3	73.7	73.7
	No	90	19.7	26.3	100
	Total	342	75	100	
Missing	(No Response)	113	24.8		
	System	1	0.2		
	Total	114	25		
Total		456	100		

Question 20A. What was your GS grade prior to conversion?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	0.2	0.3	0.3
	4	2	0.4	0.5	0.8
	5	11	2.4	2.9	3.7
	6	35	7.7	9.2	12.9
	7	34	7.5	9	21.9
	8	7	1.5	1.8	23.7
	9	42	9.2	11.1	34.8
	11	74	16.2	19.5	54.4
	12	66	14.5	17.4	71.8
	13	73	16	19.3	91
	14	16	3.5	4.2	95.3
	15	18	3.9	4.7	100
		Total	379	83.1	100
Missing	(No Response)	77	16.9		
Total		456	100		

Question 20B. What was your GS step prior to conversion?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	2.6	4.4	4.4
	2	10	2.2	3.7	8.1
	3	13	2.9	4.8	12.9
	4	24	5.3	8.9	21.8
	5	28	6.1	10.3	32.1
	6	34	7.5	12.5	44.6
	7	36	7.9	13.3	57.9
	8	25	5.5	9.2	67.2
	9	23	5	8.5	75.6
	10	66	14.5	24.4	100
		Total	271	59.4	100
Missing	(No Response)	185	40.6		
Total		456	100		

Question 21. What is your current payband?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I	4	0.9	1	1
	II	155	34	40.7	41.7
	III	157	34.4	41.2	82.9
	IV	47	10.3	12.3	95.3
	V	3	0.7	0.8	96.1
	Don't know	15	3.3	3.9	100
	Total	381	83.6	100	
Missing	(No Response)	75	16.4		
Total		456	100		

Question 22. Are you at the salary ceiling (cap) of your payband?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	73	16	18.9	18.9
	No	314	68.9	81.1	100
	Total	387	84.9	100	
Missing	(No Response)	69	15.1		
Total		456	100		

Question 23. My supervisor and I have discussed my Performance Objectives Worksheet?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	342	75	100	100
Missing	(No Response)	114	25		
Total		456	100		

Question 24. My supervisor and I have developed my performance objectives?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	338	74.1	100	100
Missing	(No Response)	118	25.9		
Total		456	100		

Question 25. Have you had an annual evaluation under the PDP?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	362	79.4	100	100
	(No Response)	92	20.2		
Missing	System	2	0.4		
	Total	94	20.6		
Total		456	100		

Question 26. In conjunction with your annual evaluation, did you have a conference with your supervisor?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	323	70.8	100	100
Missing	(No Response)	133	29.2		
Total		456	100		

Question 27. Have you had a mid-year review/conference with your supervisor?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	247	54.2	100	100
Missing	(No Response)	209	45.8		
Total		456	100		

Question 28. Do you have a military supervisor?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	162	35.5	41.2	41.2
	No	231	50.7	58.8	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 29. How satisfied were you with your last performance appraisal under PDP?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	126	27.6	32.1	32.1
	Satisfied	135	29.6	34.4	66.6
	Undecided	30	6.6	7.7	74.2
	Dissatisfied	37	8.1	9.4	83.7
	Very dissatisfied	40	8.8	10.2	93.9
	Not rated	24	5.3	6.1	100
	Total	392	86	100	
Missing	(No Response)	64	14		
Total		456	100		

Question 30. Did you receive a performance payout?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	333	73	88.1	88.1
	No	45	9.9	11.9	100
	Total	378	82.9	100	
Missing	(No Response)	78	17.1		
Total		456	100		

Question 31. If you received a performance payout, how satisfied were you with your performance payout outcome?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	73	16	21	21
	Satisfied	127	27.9	36.5	57.5
	Undecided	47	10.3	13.5	71
	Dissatisfied	59	12.9	17	87.9
	Very dissatisfied	42	9.2	12.1	100
	Total	348	76.3	100	
Missing	(No Response)	108	23.7		
Total		456	100		

Question 32. Did you respond to the earlier PDP Questionnaire?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	(Unknown)	70	15.4	15.4	15.4
	Yes	307	67.3	67.3	82.7
	No	79	17.3	17.3	100
	Total	456	100	100	

Question 33. How well do you think your supervisor understands the provisions of the PDP that affect you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High understanding	141	30.9	36.4	36.4
	Moderate understanding	138	30.3	35.7	72.1
	Marginal understanding	57	12.5	14.7	86.8
	Little or no understanding	32	7	8.3	95.1
	Don't know	19	4.2	4.9	100
	Total	387	84.9	100	
Missing	(No Response)	69	15.1		
Total		456	100		

Section II: Employee Knowledge of the Provisions of the Personnel Demonstration Project

Question 34. Position classification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	25	5.5	5.6	5.6
	Know a little	99	21.7	22.1	27.7
	Generally familiar with	131	28.7	29.3	57
	Know some details	125	27.4	28	85
	Know thoroughly	67	14.7	15	100
	Total	447	98	100	
Missing	(No Response)	9	2		
Total		456	100		

Question 35. Pay bands that replace grade levels and steps

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	12	2.6	2.7	2.7
	Know a little	63	13.8	14.1	16.8
	Generally familiar with	117	25.7	26.2	43
	Know some details	123	27	27.5	70.5
	Know thoroughly	132	28.9	29.5	100
	Total	447	98	100	
Missing	(No Response)	9	2		
Total		456	100		

Question 36. Occupational families

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	38	8.3	8.5	8.5
	Know a little	74	16.2	16.5	25
	Generally familiar with	125	27.4	27.9	52.9
	Know some details	121	26.5	27	79.9
	Know thoroughly	90	19.7	20.1	100
	Total	448	98.2	100	
Missing	(No Response)	8	1.8		
Total		456	100		

Question 37. Benchmark position descriptions and cover sheets

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	92	20.2	20.7	20.7
	Know a little	88	19.3	19.8	40.4
	Generally familiar with	114	25	25.6	66.1
	Know some details	95	20.8	21.3	87.4
	Know thoroughly	56	12.3	12.6	100
	Total	445	97.6	100	
Missing	(No Response)	11	2.4		
Total		456	100		

Question 38. Simplified assignment process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	151	33.1	34.1	34.1
	Know a little	99	21.7	22.3	56.4
	Generally familiar with	93	20.4	21	77.4
	Know some details	69	15.1	15.6	93
	Know thoroughly	31	6.8	7	100
	Total	443	97.1	100	
Missing	(No Response)	13	2.9		
Total		456	100		

Question 39. Procedures for internal placement and retention

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	145	31.8	32.7	32.7
	Know a little	104	22.8	23.4	56.1
	Generally familiar with	110	24.1	24.8	80.9
	Know some details	59	12.9	13.3	94.1
	Know thoroughly	26	5.7	5.9	100
	Total	444	97.4	100	
Missing	(No Response)	12	2.6		
Total		456	100		

Question 40. Probationary periods

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	87	19.1	19.5	19.5
	Know a little	121	26.5	27.1	46.6
	Generally familiar with	106	23.2	23.8	70.4
	Know some details	90	19.7	20.2	90.6
	Know thoroughly	42	9.2	9.4	100
	Total	446	97.8	100	
Missing	(No Response)	10	2.2		
Total		456	100		

Question 41. Merit promotions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	108	23.7	24.3	24.3
	Know a little	108	23.7	24.3	48.6
	Generally familiar with	116	25.4	26.1	74.8
	Know some details	74	16.2	16.7	91.4
	Know thoroughly	38	8.3	8.6	100
	Total	444	97.4	100	
Missing	(No Response)	12	2.6		
Total		456	100		

Question 42. Performance evaluation system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	9	2	2	2
	Know a little	61	13.4	13.7	15.7
	Generally familiar with	136	29.8	30.6	46.3
	Know some details	112	24.6	25.2	71.5
	Know thoroughly	127	27.9	28.5	100
	Total	445	97.6	100	
Missing	(No Response)	11	2.4		
Total		456	100		

Question 43. Performance objective worksheet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	10	2.2	2.2	2.2
	Know a little	55	12.1	12.3	14.6
	Generally familiar with	112	24.6	25.1	39.7
	Know some details	127	27.9	28.5	68.2
	Know thoroughly	142	31.1	31.8	100
	Total	446	97.8	100	
Missing	(No Response)	10	2.2		
Total		456	100		

Question 44. Seven performance elements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	22	4.8	4.9	4.9
	Know a little	61	13.4	13.7	18.7
	Generally familiar with	117	25.7	26.3	44.9
	Know some details	110	24.1	24.7	69.7
	Know thoroughly	135	29.6	30.3	100
	Total	445	97.6	100	
Missing	(No Response)	11	2.4		
Total		456	100		

Question 45. Benchmark performance standards, weighting of elements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	30	6.6	6.8	6.8
	Know a little	79	17.3	17.9	24.7
	Generally familiar with	108	23.7	24.4	49.1
	Know some details	113	24.8	25.6	74.7
	Know thoroughly	112	24.6	25.3	100
	Total	442	96.9	100	
Missing	(No Response)	14	3.1		
Total		456	100		

Question 46. Performance appraisals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	10	2.2	2.2	2.2
	Know a little	54	11.8	12.1	14.4
	Generally familiar with	118	25.9	26.5	40.9
	Know some details	119	26.1	26.7	67.6
	Know thoroughly	144	31.6	32.4	100
	Total	445	97.6	100	
Missing	(No Response)	11	2.4		
Total		456	100		

Question 47. Procedures for computing performance pay increases

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	61	13.4	13.7	13.7
	Know a little	105	23	23.6	37.3
	Generally familiar with	114	25	25.6	62.9
	Know some details	99	21.7	22.2	85.2
	Know thoroughly	66	14.5	14.8	100
	Total	445	97.6	100	
Missing	(No Response)	11	2.4		
Total		456	100		

Question 48. Supervisory bonus provisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	145	31.8	32.6	32.6
	Know a little	96	21.1	21.6	54.2
	Generally familiar with	94	20.6	21.1	75.3
	Know some details	71	15.6	16	91.2
	Know thoroughly	39	8.6	8.8	100
	Total	445	97.6	100	
Missing	(No Response)	11	2.4		
Total		456	100		

Question 49. Awards

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	89	19.5	20	20
	Know a little	116	25.4	26.1	46.1
	Generally familiar with	111	24.3	24.9	71
	Know some details	84	18.4	18.9	89.9
	Know thoroughly	45	9.9	10.1	100
	Total	445	97.6	100	
Missing	(No Response)	11	2.4		
Total		456	100		

Question 50. Reduction in Force (RIF) procedures under the system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Know nothing about it	154	33.8	34.6	34.6
	Know a little	106	23.2	23.8	58.4
	Generally familiar with	110	24.1	24.7	83.1
	Know some details	55	12.1	12.4	95.5
	Know thoroughly	20	4.4	4.5	100
	Total	445	97.6	100	
Missing	(No Response)	11	2.4		
Total		456	100		

Section III: Civilian Employee Reactions to the Personnel Demonstration Project

Question 51. The Pay for Performance provision will improve my job performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	76	16.7	19.3	19.3
	Disagree (somewhat unfavorable)	147	32.2	37.3	56.6
	Neutral or undecided	82	18	20.8	77.4
	Agree (somewhat favorable)	73	16	18.5	95.9
	Strongly agree (very favorable)	16	3.5	4.1	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 52. The Pay for Performance provision will improve the performance of others.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	69	15.1	17.5	17.5
	Disagree (somewhat unfavorable)	118	25.9	29.9	47.5
	Neutral or undecided	122	26.8	31	78.4
	Agree (somewhat favorable)	73	16	18.5	97
	Strongly agree (very favorable)	12	2.6	3	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 53. The Position Classification provision will help managers to place people in appropriate jobs and to meet the needs of the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	53	11.6	13.5	13.5
	Disagree (somewhat unfavorable)	105	23	26.8	40.3
	Neutral or undecided	137	30	34.9	75.3
	Agree (somewhat favorable)	89	19.5	22.7	98
	Strongly agree (very favorable)	8	1.8	2	100
	Total	392	86	100	
Missing	(No Response)	64	14		
Total		456	100		

Question 54. The Position Classification provision will NOT improve my ability to advance in the organization or find more satisfying work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	90	19.7	22.9	22.9
	Agree (somewhat unfavorable)	133	29.2	33.8	56.7
	Neutral or undecided	119	26.1	30.3	87
	Disagree (somewhat favorable)	40	8.8	10.2	97.2
	Strongly disagree (very favorable)	11	2.4	2.8	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 55. The Pay for Performance provision will reduce my pay compared to what it would have been under the GS system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	53	11.6	13.5	13.5
	Agree (somewhat unfavorable)	54	11.8	13.7	27.2
	Neutral or undecided	130	28.5	33.1	60.3
	Disagree (somewhat favorable)	121	26.5	30.8	91.1
	Strongly disagree (very favorable)	35	7.7	8.9	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 56. My organization has NOT provided sufficient information about the PDP to the employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	19	4.2	4.8	4.8
	Agree (somewhat unfavorable)	46	10.1	11.7	16.6
	Neutral or undecided	70	15.4	17.9	34.4
	Disagree (somewhat favorable)	207	45.4	52.8	87.2
	Strongly disagree (very favorable)	50	11	12.8	100
	Total	392	86	100	
Missing	(No Response)	64	14		
Total		456	100		

Question 57. The Performance Evaluation process will provide a fair evaluation of my performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	66	14.5	16.7	16.7
	Disagree (somewhat unfavorable)	90	19.7	22.8	39.5
	Neutral or undecided	113	24.8	28.6	68.1
	Agree (somewhat favorable)	107	23.5	27.1	95.2
	Strongly agree (very favorable)	19	4.2	4.8	100
	Total	395	86.6	100	
Missing	(No Response)	61	13.4		
Total		456	100		

Question 58. My confidence in the PDP is LOW because the rules seem to be made up as we go along.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	77	16.9	19.6	19.6
	Agree (somewhat unfavorable)	116	25.4	29.5	49.1
	Neutral or undecided	98	21.5	24.9	74
	Disagree (somewhat favorable)	83	18.2	21.1	95.2
	Strongly disagree (very favorable)	19	4.2	4.8	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 59. The PDP has improved my morale.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	102	22.4	25.8	25.8
	Disagree (somewhat unfavorable)	162	35.5	41	66.8
	Neutral or undecided	95	20.8	24.1	90.9
	Agree (somewhat favorable)	28	6.1	7.1	98
	Strongly agree (very favorable)	8	1.8	2	100
	Total	395	86.6	100	
Missing	(No Response)	61	13.4		
Total		456	100		

Question 60. The PDP has improved the morale of most other employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	111	24.3	28	28
	Disagree (somewhat unfavorable)	165	36.2	41.7	69.7
	Neutral or undecided	99	21.7	25	94.7
	Agree (somewhat favorable)	15	3.3	3.8	98.5
	Strongly agree (very favorable)	6	1.3	1.5	100
	Total	396	86.8	100	
Missing	(No Response)	60	13.2		
Total		456	100		

Question 61. The Pay for Performance provision will give me fair pay for my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	68	14.9	17.2	17.2
	Disagree (somewhat unfavorable)	97	21.3	24.6	41.8
	Neutral or undecided	130	28.5	32.9	74.7
	Agree (somewhat favorable)	88	19.3	22.3	97
	Strongly agree (very favorable)	12	2.6	3	100
	Total	395	86.6	100	
Missing	(No Response)	61	13.4		
Total		456	100		

Question 62. The Pay for Performance will reduce my chances for promotion.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	57	12.5	14.5	14.5
	Agree (somewhat unfavorable)	92	20.2	23.4	37.9
	Neutral or undecided	140	30.7	35.6	73.5
	Disagree (somewhat favorable)	91	20	23.2	96.7
	Strongly disagree (very favorable)	13	2.9	3.3	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 63. I Have NOT received sufficient information about the PDP to understand how it affects me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	17	3.7	4.3	4.3
	Agree (somewhat unfavorable)	31	6.8	7.9	12.2
	Neutral or undecided	88	19.3	22.4	34.6
	Disagree (somewhat favorable)	217	47.6	55.2	89.8
	Strongly disagree (very favorable)	40	8.8	10.2	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 64. I feel the PDP is a good way to improve performance, to help the organization meet critical mission needs, and to retain the best qualified employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	82	18	20.8	20.8
	Disagree (somewhat unfavorable)	106	23.2	26.9	47.7
	Neutral or undecided	115	25.2	29.2	76.9
	Agree (somewhat favorable)	78	17.1	19.8	96.7
	Strongly agree (very favorable)	13	2.9	3.3	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 65. I feel the PDP is really a way to save the government money by limiting pay raises and promotions, and eliminating positions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	54	11.8	13.7	13.7
	Agree (somewhat unfavorable)	89	19.5	22.5	36.2
	Neutral or undecided	102	22.4	25.8	62
	Disagree (somewhat favorable)	110	24.1	27.8	89.9
	Strongly disagree (very favorable)	40	8.8	10.1	100
	Total	395	86.6	100	
Missing	(No Response)	61	13.4		
Total		456	100		

Question 66. Most employees understand the rules and procedures under the PDP.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	53	11.6	13.4	13.4
	Disagree (somewhat unfavorable)	126	27.6	31.9	45.3
	Neutral or undecided	118	25.9	29.9	75.2
	Agree (somewhat favorable)	94	20.6	23.8	99
	Strongly agree (very favorable)	4	0.9	1	100
	Total	395	86.6	100	
Missing	(No Response)	61	13.4		
Total		456	100		

Question 67. I feel that employees have NOT had sufficient input into the procedures used in the PDP.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	66	14.5	16.7	16.7
	Agree (somewhat unfavorable)	130	28.5	32.9	49.6
	Neutral or undecided	97	21.3	24.6	74.2
	Disagree (somewhat favorable)	92	20.2	23.3	97.5
	Strongly disagree (very favorable)	10	2.2	2.5	100
	Total	395	86.6	100	
Missing	(No Response)	61	13.4		
Total		456	100		

Question 68. Under the PDP I can see advantages to becoming a supervisor or manager to be eligible for a bonus.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	37	8.1	9.5	9.5
	Disagree (somewhat unfavorable)	89	19.5	22.8	32.2
	Neutral or undecided	132	28.9	33.8	66
	Agree (somewhat favorable)	111	24.3	28.4	94.4
	Strongly agree (very favorable)	22	4.8	5.6	100
	Total	391	85.7	100	
Missing	(No Response)	65	14.3		
Total		456	100		

Question 69. I am generally in favor of the PDP.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	87	19.1	22.1	22.1
	Disagree (somewhat unfavorable)	66	14.5	16.8	38.8
	Neutral or undecided	123	27	31.2	70.1
	Agree (somewhat favorable)	101	22.1	25.6	95.7
	Strongly agree (very favorable)	17	3.7	4.3	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 70. The new Performance Objectives Worksheet is NOT better than the old performance objectives form.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	86	18.9	21.9	21.9
	Agree (somewhat unfavorable)	147	32.2	37.5	59.4
	Neutral or undecided	113	24.8	28.8	88.3
	Disagree (somewhat favorable)	35	7.7	8.9	97.2
	Strongly disagree (very favorable)	11	2.4	2.8	100
	Total	392	86	100	
Missing	(No Response)	64	14		
Total		456	100		

Question 71. I feel that my supervisor will rate my performance in a fair and impartial manner.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	38	8.3	9.6	9.6
	Disagree (somewhat unfavorable)	59	12.9	14.9	24.5
	Neutral or undecided	54	11.8	13.6	38.1
	Agree (somewhat favorable)	183	40.1	46.2	84.3
	Strongly agree (very favorable)	62	13.6	15.7	100
	Total	396	86.8	100	
Missing	(No Response)	60	13.2		
Total		456	100		

Question 72. I expect that my performance evaluation will result in an "A" rating.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	46	10.1	11.6	11.6
	Disagree (somewhat unfavorable)	81	17.8	20.5	32.1
	Neutral or undecided	86	18.9	21.7	53.8
	Agree (somewhat favorable)	115	25.2	29	82.8
	Strongly agree (very favorable)	68	14.9	17.2	100
	Total	396	86.8	100	
Missing	(No Response)	60	13.2		
Total		456	100		

Question 73. I am satisfied with the process to develop my performance objectives and to monitor my progress.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	40	8.8	10.2	10.2
	Disagree (somewhat unfavorable)	86	18.9	21.8	32
	Neutral or undecided	94	20.6	23.9	55.8
	Agree (somewhat favorable)	157	34.4	39.8	95.7
	Strongly agree (very favorable)	17	3.7	4.3	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 74. I do not like the fact that ALL Performance Elements are considered critical elements for rating purposes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	69	15.1	17.6	17.6
	Agree (somewhat unfavorable)	139	30.5	35.4	52.9
	Neutral or undecided	99	21.7	25.2	78.1
	Disagree (somewhat favorable)	81	17.8	20.6	98.7
	Strongly disagree (very favorable)	5	1.1	1.3	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 75. My supervisor and I agree on what "good performance" on my job means.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	40	8.8	10.2	10.2
	Disagree (somewhat unfavorable)	46	10.1	11.7	21.9
	Neutral or undecided	71	15.6	18.1	39.9
	Agree (somewhat favorable)	195	42.8	49.6	89.6
	Strongly agree (very favorable)	41	9	10.4	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 76. The Pay for Performance provision will NOTselectively reward good performance because most employees will receive "A" ratings.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	54	11.8	13.7	13.7
	Agree (somewhat unfavorable)	93	20.4	23.7	37.4
	Neutral or undecided	86	18.9	21.9	59.3
	Disagree (somewhat favorable)	116	25.4	29.5	88.8
	Strongly disagree (very favorable)	44	9.6	11.2	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 77. I am concerned that many employees that were rated EXCEPTIONAL under the old system will be rated "B" under the Pay for Performance system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	53	11.6	13.5	13.5
	Agree (somewhat unfavorable)	124	27.2	31.5	44.9
	Neutral or undecided	115	25.2	29.2	74.1
	Disagree (somewhat favorable)	82	18	20.8	94.9
	Strongly disagree (very favorable)	20	4.4	5.1	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 78. The PDP will have little impact on marginal and unsatisfactory workers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	44	9.6	11.2	11.2
	Agree (somewhat unfavorable)	136	29.8	34.5	45.7
	Neutral or undecided	115	25.2	29.2	74.9
	Disagree (somewhat favorable)	79	17.3	20.1	94.9
	Strongly disagree (very favorable)	20	4.4	5.1	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 79. I am afraid that the PDP will allow my manager to reassign me to a job I do not like or that I am not trained to perform well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	22	4.8	5.6	5.6
	Agree (somewhat unfavorable)	51	11.2	13	18.6
	Neutral or undecided	98	21.5	24.9	43.5
	Disagree (somewhat favorable)	187	41	47.6	91.1
	Strongly disagree (very favorable)	35	7.7	8.9	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 80. I do NOT understand the new Performance Appraisal form and the way rating scores are calculated.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	22	4.8	5.6	5.6
	Agree (somewhat unfavorable)	56	12.3	14.2	19.8
	Neutral or undecided	64	14	16.2	36
	Disagree (somewhat favorable)	216	47.4	54.8	90.9
	Strongly disagree (very favorable)	36	7.9	9.1	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 81. I think that the Pay for Performance provision will increase salaries, therefore the system will be changed to save money.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	20	4.4	5.1	5.1
	Agree (somewhat unfavorable)	64	14	16.2	21.3
	Neutral or undecided	151	33.1	38.3	59.6
	Disagree (somewhat favorable)	124	27.2	31.5	91.1
	Strongly disagree (very favorable)	35	7.7	8.9	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 82. I believe the New Performance Appraisal method is an improvement over the old performance appraisal method.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	81	17.8	20.6	20.6
	Disagree (somewhat unfavorable)	120	26.3	30.5	51.1
	Neutral or undecided	131	28.7	33.3	84.5
	Agree (somewhat favorable)	50	11	12.7	97.2
	Strongly agree (very favorable)	11	2.4	2.8	100
	Total	393	86.2	100	
Missing	(No Response)	63	13.8		
Total		456	100		

Question 83. I have noticed that procedures under PDP have been changed to address employee concerns or questions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	43	9.4	10.9	10.9
	Disagree (somewhat unfavorable)	76	16.7	19.3	30.2
	Neutral or undecided	137	30	34.8	65
	Agree (somewhat favorable)	124	27.2	31.5	96.4
	Strongly agree (very favorable)	14	3.1	3.6	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Question 84. In the long-run, I believe that the PDP will be harmful to my motivation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	56	12.3	14.2	14.2
	Agree (somewhat unfavorable)	77	16.9	19.5	33.7
	Neutral or undecided	122	26.8	30.9	64.6
	Disagree (somewhat favorable)	117	25.7	29.6	94.2
	Strongly disagree (very favorable)	23	5	5.8	100
	Total	395	86.6	100	
Missing	(No Response)	61	13.4		
Total		456	100		

Question 85. My opinion of the PDP has become more favorable over the last 6 months.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	69	15.1	17.5	17.5
	Disagree (somewhat unfavorable)	121	26.5	30.7	48.2
	Neutral or undecided	113	24.8	28.7	76.9
	Agree (somewhat favorable)	77	16.9	19.5	96.4
	Strongly agree (very favorable)	14	3.1	3.6	100
	Total	394	86.4	100	
Missing	(No Response)	62	13.6		
Total		456	100		

Section IV: Supervisor/Manager Reactions to the PDP

Question 86. The Pay for Performance provision will improve my ability to effectively manage my employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	15	3.3	11.4	11.4
	Disagree (somewhat unfavorable)	31	6.8	23.5	34.8
	Neutral or undecided	43	9.4	32.6	67.4
	Agree (somewhat favorable)	40	8.8	30.3	97.7
	Strongly agree (very favorable)	3	0.7	2.3	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 87. I believe the PDP will make my job as a supervisor or a manager more difficult.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	10	2.2	7.6	7.6
	Agree (somewhat unfavorable)	39	8.6	29.5	37.1
	Neutral or undecided	44	9.6	33.3	70.5
	Disagree (somewhat favorable)	35	7.7	26.5	97
	Strongly disagree (very favorable)	4	0.9	3	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 88. I will use the Pay for Performance provision to reward those employees with the best performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	1	0.2	0.8	0.8
	Disagree (somewhat unfavorable)	6	1.3	4.6	5.3
	Neutral or undecided	15	3.3	11.5	16.8
	Agree (somewhat favorable)	85	18.6	64.9	81.7
	Strongly agree (very favorable)	24	5.3	18.3	100
	Total	131	28.7	100	
Missing	(No Response)	325	71.3		
Total		456	100		

Question 89. I will find it hard to give my employees less than an "A" rating on their evaluation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	11	2.4	8.3	8.3
	Agree (somewhat unfavorable)	37	8.1	28	36.4
	Neutral or undecided	14	3.1	10.6	47
	Disagree (somewhat favorable)	56	12.3	42.4	89.4
	Strongly disagree (very favorable)	14	3.1	10.6	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 90. The Position Classification System will improve my ability to place employees where I need them most.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	7	1.5	5.4	5.4
	Disagree (somewhat unfavorable)	28	6.1	21.7	27.1
	Neutral or undecided	66	14.5	51.2	78.3
	Agree (somewhat favorable)	24	5.3	18.6	96.9
	Strongly agree (very favorable)	4	0.9	3.1	100
	Total	129	28.3	100	
Missing	(No Response)	327	71.7		
Total		456	100		

Question 91. I do NOT understand the purpose of Specialty Codes that are on the Bench Mark Position Description Cover Sheet.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	6	1.3	4.6	4.6
	Agree (somewhat unfavorable)	25	5.5	19.2	23.8
	Neutral or undecided	26	5.7	20	43.8
	Disagree (somewhat favorable)	63	13.8	48.5	92.3
	Strongly disagree (very favorable)	10	2.2	7.7	100
	Total	130	28.5	100	
Missing	(No Response)	326	71.5		
Total		456	100		

Question 92. The Pay for Performance provision will give my employees fair pay for their work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	7	1.5	5.3	5.3
	Disagree (somewhat unfavorable)	25	5.5	18.9	24.2
	Neutral or undecided	46	10.1	34.8	59.1
	Agree (somewhat favorable)	49	10.7	37.1	96.2
	Strongly agree (very favorable)	5	1.1	3.8	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 93. The Pay for Performance provision will reduce my employees' pay compared to what it would have been under the GS system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	8	1.8	6.1	6.1
	Agree (somewhat unfavorable)	18	3.9	13.6	19.7
	Neutral or undecided	42	9.2	31.8	51.5
	Disagree (somewhat favorable)	48	10.5	36.4	87.9
	Strongly disagree (very favorable)	16	3.5	12.1	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 94. The Pay for Performance provision will reduce my employees' chances for promotion.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	8	1.8	6.1	6.1
	Agree (somewhat unfavorable)	27	5.9	20.6	26.7
	Neutral or undecided	39	8.6	29.8	56.5
	Disagree (somewhat favorable)	46	10.1	35.1	91.6
	Strongly disagree (very favorable)	11	2.4	8.4	100
	Total	131	28.7	100	
Missing	(No Response)	325	71.3		
Total		456	100		

Question 95. I would give more of my employees lower than an "A" rating if I knew that the majority of employees will receive lower than "A" ratings.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	8	1.8	6.1	6.1
	Disagree (somewhat unfavorable)	37	8.1	28	34.1
	Neutral or undecided	22	4.8	16.7	50.8
	Agree (somewhat favorable)	44	9.6	33.3	84.1
	Strongly agree (very favorable)	21	4.6	15.9	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 96. The Performance Evaluation process will provide a fair method for evaluation of the performance of employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	9	2	6.8	6.8
	Disagree (somewhat unfavorable)	27	5.9	20.5	27.3
	Neutral or undecided	54	11.8	40.9	68.2
	Agree (somewhat favorable)	41	9	31.1	99.2
	Strongly agree (very favorable)	1	0.2	0.8	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 97. I feel that supervisors have NOT had sufficient input into the provisions of the PDP.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	15	3.3	11.4	11.4
	Agree (somewhat unfavorable)	47	10.3	35.6	47
	Neutral or undecided	37	8.1	28	75
	Disagree (somewhat favorable)	27	5.9	20.5	95.5
	Strongly disagree (very favorable)	6	1.3	4.5	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 98. The Pay for Performance provision will NOT help improve the performance of marginal or unsatisfactory employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	14	3.1	10.6	10.6
	Agree (somewhat unfavorable)	50	11	37.9	48.5
	Neutral or undecided	36	7.9	27.3	75.8
	Disagree (somewhat favorable)	29	6.4	22	97.7
	Strongly disagree (very favorable)	3	0.7	2.3	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 99. The Performance Objective Worksheet and conferences help develop the knowledge, skills, and abilities of my employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	7	1.5	5.3	5.3
	Disagree (somewhat unfavorable)	36	7.9	27.3	32.6
	Neutral or undecided	38	8.3	28.8	61.4
	Agree (somewhat favorable)	48	10.5	36.4	97.7
	Strongly agree (very favorable)	3	0.7	2.3	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 100. The provisions of the PDP allow me to give additional money to those employees that deserve special recognition.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	5	1.1	3.8	3.8
	Disagree (somewhat unfavorable)	30	6.6	22.7	26.5
	Neutral or undecided	29	6.4	22	48.5
	Agree (somewhat favorable)	62	13.6	47	95.5
	Strongly agree (very favorable)	6	1.3	4.5	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 101. The PDP will NOT improve communication between supervisors and employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree (very unfavorable)	10	2.2	7.6	7.6
	Agree (somewhat unfavorable)	47	10.3	35.6	43.2
	Neutral or undecided	29	6.4	22	65.2
	Disagree (somewhat favorable)	41	9	31.1	96.2
	Strongly disagree (very favorable)	5	1.1	3.8	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 102. I am glad that my organization was selected to participate in the PDP.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	27	5.9	20.5	20.5
	Disagree (somewhat unfavorable)	23	5	17.4	37.9
	Neutral or undecided	53	11.6	40.2	78
	Agree (somewhat favorable)	23	5	17.4	95.5
	Strongly agree (very favorable)	6	1.3	4.5	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Question 103. I believe the PDP will help me be a more effective supervisor or manager.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree (very unfavorable)	17	3.7	12.9	12.9
	Disagree (somewhat unfavorable)	32	7	24.2	37.1
	Neutral or undecided	50	11	37.9	75
	Agree (somewhat favorable)	28	6.1	21.2	96.2
	Strongly agree (very favorable)	5	1.1	3.8	100
	Total	132	28.9	100	
Missing	(No Response)	324	71.1		
Total		456	100		

Section V: Factors in Job Satisfaction

Question 104. Basic pay and other financial incentives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	12	2.6	2.7	2.7
	Moderately important	119	26.1	26.9	29.6
	Most important	311	68.2	70.4	100
	Total	442	96.9	100	
Missing	(No Response)	14	3.1		
Total		456	100		

Question 105. Non-financial recognition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	245	53.7	55.6	55.6
	Moderately important	161	35.3	36.5	92.1
	Most important	35	7.7	7.9	100
	Total	441	96.7	100	
Missing	(No Response)	15	3.3		
Total		456	100		

Question 106. The nature of my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	23	5	5.2	5.2
	Moderately important	159	34.9	36.1	41.3
	Most important	259	56.8	58.7	100
	Total	441	96.7	100	
Missing	(No Response)	15	3.3		
Total		456	100		

Question 107. The people I work with, other than my supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	84	18.4	19	19
	Moderately important	241	52.9	54.6	73.7
	Most important	116	25.4	26.3	100
	Total	441	96.7	100	
Missing	(No Response)	15	3.3		
Total		456	100		

Question 108. The way I am treated by my supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	29	6.4	6.6	6.6
	Moderately important	206	45.2	46.8	53.4
	Most important	205	45	46.6	100
	Total	440	96.5	100	
Missing	(No Response)	16	3.5		
Total		456	100		

Question 109. The opportunity to advance in my career field

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	44	9.6	10	10
	Moderately important	192	42.1	43.5	53.5
	Most important	205	45	46.5	100
	Total	441	96.7	100	
Missing	(No Response)	15	3.3		
Total		456	100		

Question 110. The physical work environment/location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	212	46.5	48	48
	Moderately important	193	42.3	43.7	91.6
	Most important	37	8.1	8.4	100
	Total	442	96.9	100	
Missing	(No Response)	14	3.1		
Total		456	100		

Question 111. The work schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	222	48.7	50.3	50.3
	Moderately important	182	39.9	41.3	91.6
	Most important	37	8.1	8.4	100
	Total	441	96.7	100	
Missing	(No Response)	15	3.3		
Total		456	100		

Question 112. Job security in the event of a RIF

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	134	29.4	30.5	30.5
	Moderately important	164	36	37.3	67.7
	Most important	142	31.1	32.3	100
	Total	440	96.5	100	
Missing	(No Response)	16	3.5		
Total		456	100		

Question 113. Chances to travel and to attend professional meetings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	282	61.8	64.2	64.2
	Moderately important	131	28.7	29.8	94.1
	Most important	26	5.7	5.9	100
	Total	439	96.3	100	
Missing	(No Response)	17	3.7		
Total		456	100		