

Technical Document 899,
Revision 4
May 1997

**Results of the NRaD
Organizational
Climate Survey – 1997**



F. C. Goleta

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Naval Command, Control and Ocean Surveillance Center
RDT&E Division, San Diego, CA 92152-5001

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**NAVAL COMMAND, CONTROL AND
OCEAN SURVEILLANCE CENTER
RDT&E DIVISION
San Diego, California 92152-5001**

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ADMINISTRATIVE INFORMATION

This effort was directed by the NRaD Workforce Development Quality Management Board. It provides an update to employee attitude surveys that have been performed since the start of the Demonstration Project (now the Alternate Personnel System). The results of previous surveys have been disseminated as the following Naval Ocean Systems Center and NRaD publications:

Document No.	Month/Year of Survey	Date of Publication
TN 841	November 1979	7 February 1980
TN 1009	December 1980	May 1981
TN 1128	December 1981	30 March 1982
TN 1261	December 1982	15 May 1983
TN 1360	December 1983	August 1984
TN 1421	December 1984	September 1985
TD 899	December 1985	May 1986
TD 899, Rev. 1	December 1987	May 1988
TD 899, Rev. 2	December 1989	July 1990
TD 899, Rev. 3	January 1994	March 1994

Released by
J. A. Roese, Head
Corporate Planning Office

Under authority of
H. O. Porter,
Deputy Executive Director
for Business Management

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I. INTRODUCTION

BACKGROUND

The Naval Command, Control and Ocean Surveillance Center RDT&E Division (NRaD), San Diego, and the Naval Air Warfare Center Weapons Division (NAWC Weapons) China Lake, conducted a demonstration project that addressed key areas of the Civil Service personnel system. The project was authorized under Title VI of the Civil Service Reform Act of 1978 for a 5-year period that began in 1980 and was renewed by Congressional action for two additional 5-year periods through September 1995. This project attempts to demonstrate that the effectiveness of Federal laboratories can be improved by allowing greater managerial control over personnel functions while expanding the opportunities available to employees through a more responsive and flexible personnel system.

The experimental nature of this project required periodic surveys of employee attitudes at NRaD and NAWC Weapons to evaluate the effects of project implementation. To obtain baseline data, the first survey was conducted approximately 6 months in advance of the July 1980 project implementation date. Since project inception, the attitude survey questionnaire was sent to all employees 10 times, with each survey occurring approximately 3 months after performance ratings were announced. Each laboratory conducted its own survey. Surveys continued throughout the duration of the demonstration project. It was made permanent 5 October 1994 by the Defense Authorization Act for FY 1995.

The Office of Personnel Management (OPM) conducted its own attitude surveys starting in May 1979. Sample populations included all division heads and above and a random sample of other employees at NRaD, NAWC Weapons Division, and two control laboratories, NAWC Avionics Division and Naval Surface Warfare Center (NSWC) Dahlgren.

SURVEY DESCRIPTION

The attitude survey is designed to measure how employees feel about their jobs, working environment, supervisors, and coworkers as well as the demonstration project itself. Respondents are asked to provide demographic information about themselves so that comparisons can be made of differences in attitude among various population subgroups. For the NRaD Organizational Climate Survey - 1997, 3200 full-time civilian employees received questionnaires and 1079 (34 percent) responded.

Demographic questions include gender, ethnicity, education, age, occupation, departmental code, years under current supervisor, years as manager/supervisor, DP level and career paths, years in grade, awards received, and project manager status.

Employees were asked to rate various aspects of their employment at NRaD on a 5-point scale ranging from strongly disagree (1) to strongly agree (5). A copy of the survey questionnaire is provided in appendix B.

II. DEMOGRAPHIC DATA

Numbers and percentages of the demographic categories represented in the sample population are reflected here. Not all respondents answered all questions, and percentages have been rounded to the nearest whole number. Missing data indicate the number and percentage of respondents who did not respond to that question.

	1997 #	1997 %	1994 %	1989 %	1987 %	1985 %
Are you:						
Male	636	70	72	72	73	75
Female	279	30	28	28	27	25
Missing Data	164	(15)	(11)	(12)	(12)	(18)
Are you a member of an ethnic minority group?						
Yes	211	24	18	14	15	14
No	679	76	82	86	85	86
Missing Data	189	(18)	(13)	(14)	(14)	(19)
What is your highest educational level?						
Elementary through High School	23	3	2	3	3	3
Less than Bachelors	260	29	24	24	22	26
Bachelors Degree	348	38	39	40	40	38
Grad. Deg. (Masters, Ph.D., M. D., etc.)	275	30	35	34	35	32
Missing Data	173	(16)	(15)	(19)	(20)	(19)
How old are you?						
Under 20	0	0	1	0	1	1
20 through 29	22	3	4	11	12	14
30 through 39	126	19	23	20	24	27
40 through 49	249	37	35	37	36	30
50 and over	277	41	38	31	27	28
Missing Data	405	(38)	(29)	(29)	(26)	(33)
What is your job type?						
Scientist	148	16	19	23	23	21
Engineer	346	37	36	34	36	36
Admin. Professional	69	7	7	6	7	6
Specialist	141	15	16	12	11	12
Technician	110	12	8	9	9	10
Clerical	96	10	11	12	11	13
Other	20	2	3	3	3	2
Missing Data	149	(14)	(10)	(11)	(11)	(16)

What is your Department/Staff Code?
(Code numbering changed by reorganization.)

Codes	1997 #	1997 %	Codes	1994 %	Codes	1989 %	1987 %	1985 %
00-20	143	18	00-03	21	00-30	27	27	26
30	95	12	30	8	40	12	11	9
40	157	20	40	21	50	9	10	9
60	94	12	50	14	60	14	14	14
70	133	17	70	17	70	12	14	13
80	143	18	80	19	80	10	8	10
90	37	5			90	16	17	18
Missing Data	277	(26)		(17)		(16)	(19)	(26)

	1997 #	1997 %	1994 %	1989 %	1987 %	1985 %
How long have you worked for your present supervisor?						
Less than 1 year	121	15	15	12	17	22
1 through 5 years	584	70	61	73	72	67
6 through 10 years	88	11	17	11	7	7
More than 10 years	36	4	6	4	3	4
Missing Data	250	(23)	(20)	(20)	(22)	(40)

In addition to reporting to your immediate
supervisor, are you responsible to an NRaD
project manager outside your line organization?

Yes	423	47	51	43	43	41
No	478	53	49	57	55	59
Missing Data	178	(16)	(12)	(13)	(14)	(19)

Are you currently a supervisor or manager?

Yes	181	19	18	17	19	17
No	749	81	82	83	81	83
Missing Data	149	(14)	(10)	(10)	(10)	(16)

How long have you been a manager or supervisor?

Less than 3 years	56	24	16	26	29	25
3 through 10 years	113	48	53	49	39	43
More than 10 years	66	28	31	25	32	32
Missing Data	844	(78)	(79)	(4)	(7)	(6)

	1997 #	1997 %	1994 %	1989 %	1987 %	1985 %
What is your current APS level?						
A	0	0	0	1	1	2
I	53	6	6	10	12	14
II	111	12	13	17	18	19
III	643	71	68	59	57	56
IV	95	11	13	13	11	9
Missing Data	177	(16)	(15)	(16)	(17)	(18)
What is your current APS career path?						
DA	89	10	6	7	7	7
DG	111	12	12	14	13	13
DP	569	62	70	69	68	66
DS	54	6	5	2	2	4
DT	74	8	6	7	7	8
Not in DP	19	2	1	1	3	2
Missing Data	163	(15)	(14)	(15)	(15)	(17)
What performance rating did you receive for the 1995-96 rating period?						
Outstanding	256	24	17	13	11	10
Superior	473	44	49	40	35	44
Successful	308	29	31	37	44	30
Marginal	3	0	1	1	1	1
Unacceptable	1	0	0	0	0	0
Not rated under APS	31	3	3	9	8	15
Missing Data	7	(1)	(0)	(2)	(2)	(6)
What performance rating do you believe you earned for the 1995-96 rating period?						
Outstanding	356	33	25	21	19	20
Superior	467	43	49	45	46	47
Successful	161	15	18	24	26	19
Marginal	11	1	1	0	3	1
Unacceptable	1	0	0	0	0	0
Not rated under APS	72	7	3	9	7	13
Missing Data	11	(1)	(3)	(4)	(2)	(7)

	1997 #	1997 %	1994 %	1989 %	1987 %	1985 %
Years at Center						
Less than 2 years	75	9	3	9	12	23
2-5 years	117	13	22	31	33	20
6-10 years	199	23	29	19	13	10
More than 10 years	482	55	47	40	42	47
Missing Data	206	(19)	(13)	(16)	(15)	(26)
Years in Grade						
Less than 1 year	15	2	2	6	9	10
1 year	64	7	10	16	18	20
2-5 years	272	31	40	42	39	33
6-10 years	296	34	27	20	18	13
More than 10 years	230	26	22	16	16	23
Missing Data	202	(19)	(19)	(15)	(15)	(30)
Number of Awards						
None	240	31	38	42	41	40
1-3	311	40	39	38	39	37
4 and above	228	29	23	19	20	23
Missing Data	300	(28)	(22)	(22)	(24)	(41)

III. DATA RECAP OF PERCENTAGE RESPONSES TO EVALUATION QUESTIONNAIRES FROM 1979 THROUGH 1997

This section shows the percentage of agreement to common questions ranging from 1979 through 1997 except in years when new questions were introduced.

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I understand NRaD's mission	94	2	8	16	56	18
	97	4	8	22	49	17
2. On my job, I know what is expected of me.	80	4	17	12	57	11
	81	5	17	14	57	7
	82	2	11	9	58	20
	83	4	10	11	56	20
	84	2	5	7	58	27
	85	1	4	8	58	28
	87	2	6	8	54	31
	89	2	4	9	54	31
	94	2	5	10	50	34
	97	2	5	8	52	33
3. The job I perform is considered important by management	94	4	8	22	44	22
	97	6	9	21	42	23
4. I enjoy doing my work for the per- sonal satisfaction it gives me.	80	3	8	8	58	25
	81	5	8	9	58	21
	82	2	8	14	52	24
	83	3	7	13	53	25
	84	3	6	14	51	26
	85	1	6	14	49	30
	87	3	6	15	50	26
	89	1	5	12	50	31
	94	3	6	15	45	31
	97	3	6	14	44	32
5. I have adequate opportunities to provide input which will enhance the quality of NRaD's products.	94	7	15	25	40	13
	97	11	17	27	34	12
6. I have adequate resources to achieve what is expected of me.	94	5	15	19	48	13
	97	7	17	21	43	13
7. I have the freedom to organize my work in the way that seems best to me, so long as I accomplish my objectives.	94	2	4	8	51	36
	97	2	4	9	51	34

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8. Considering the skills and effort I put into my work, I am satisfied with my pay.	80	15	30	13	38	4
	81	17	32	1	37	4
	82	12	30	18	35	6
	83	14	29	20	32	5
	84	15	28	18	34	5
	85	12	28	21	33	7
	87	13	29	20	33	6
	89	12	29	22	33	4
	94	10	18	19	43	11
	97	11	17	20	40	12
9. I am concerned about my job future in the government.	94	4	14	18	31	33
	97	6	17	20	30	27
10. NRaD is well-managed.	84	11	23	40	24	2
	85	7	18	42	29	4
	87	7	19	42	27	5
	89	9	20	39	29	3
	94	11	21	39	25	4
	97	17	25	37	19	3
11. High performers tend to stay at NRaD.	80	21	37	31	11	1
	81	18	35	36	10	1
	82	8	30	41	18	3
	83	14	29	41	15	2
	84	11	30	39	18	1
	85	7	27	41	22	3
	87	7	23	42	23	4
	89	7	24	42	24	3
	94	5	15	44	31	4
	97	8	19	46	24	4
12. Low performers tend to leave NRaD.	80	23	49	23	4	1
	81	22	41	30	5	1
	82	18	41	34	5	2
	83	18	41	33	5	2
	84	18	41	33	7	2
	85	13	37	40	8	2
	87	14	36	39	9	2
	89	13	38	37	10	2
	94	19	36	36	7	2
	97	21	34	36	6	3

	Year	Very Low	Low	Average	High	Very High
13. Over the last 6 months, my morale has been:	82	8	20	39	27	6
Very low (1)	83	11	10	35	28	6
Low (2)	84	8	18	33	32	10
Average (3)	85	5	14	35	35	11
High (4)	87	7	14	32	35	11
Very High (5)	89	7	16	32	36	10
	94	10	25	37	22	6
	97	12	23	36	23	6

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14. During the next year, I will probably look for a new job outside NRaD.	80	14	44	20	14	10
	81	13	35	28	15	8
	82	25	34	22	13	7
	83	21	34	22	14	10
	84	23	32	21	14	10
	85	28	34	19	13	7
	87	29	32	19	12	9
	89	30	33	18	11	8
	94	29	30	19	13	8
	97	25	31	21	12	10
15. In general, I look forward to coming to work.	94	4	13	22	49	12
	97	6	13	24	47	10
16. The work climate at NRaD allows employees to challenge traditional ways of doing things.	94	10	21	35	30	4
	97	13	25	32	27	3
17. Innovative and creative work (high-risk effort) is encouraged and rewarded.	80	14	34	29	22	2
	81	19	30	27	21	2
	82	12	25	31	30	2
	83	13	27	32	25	4
	84	11	23	33	29	3
	85	7	21	35	33	4
	87	8	21	32	35	5
	89	9	21	33	31	6
	94	9	21	41	25	4
	97	13	24	37	22	4

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18. Symbolic rewards, such as recognition by coworkers, are more important than monetary awards.	82	14	42	27	17	1
	83	15	40	29	14	2
	84	14	41	30	14	2
	85	13	43	28	14	2
	87	14	43	30	12	2
	89	14	40	31	13	2
	94	12	34	34	17	3
	97	13	35	32	18	3
19. There is adequate nonmonetary recognition at NRaD for excellent performance.	80	18	33	23	25	2
	81	18	30	23	26	2
	82	17	37	25	19	1
	83	18	33	30	17	2
	84	13	34	30	20	2
	85	9	30	34	25	2
	87	9	29	33	27	2
	89	10	29	32	26	3
	94	11	27	32	27	3
	97	14	27	33	23	3
20. Under the present system, it is possible to motivate NRaD employees with financial awards.	80	11	27	23	33	6
	81	8	20	26	41	4
	82	11	23	20	43	4
	83	13	23	23	36	5
	84	10	20	21	42	6
	85	6	19	22	46	8
	87	7	17	20	47	8
	89	5	17	23	46	8
	94	7	19	26	41	7
	97	10	21	28	37	5
21. Bonus points are an effective reward for job performance above the "successful" level.	85	9	15	19	49	8
	86	6	13	20	50	10
	87	8	17	20	46	9
	89	7	18	21	45	9
	94	7	17	21	45	10
	97	8	16	24	43	9
22. Bonus points provide supervisors with the flexibility needed to reward good job performance when a salary increase is unavailable or inappropriate.	87	6	10	21	51	12
	89	5	11	19	54	12
	94	5	10	20	53	13
	97	7	11	23	48	11

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
23. The majority of my work is encompassed within my performance objectives.	81	4	13	12	63	7
	82	4	11	11	66	8
	83	4	10	14	64	8
	84	4	12	13	63	8
	85	2	10	13	65	9
	87	2	11	13	63	11
	89	3	10	13	62	12
	94	2	9	15	60	13
	97	4	11	17	58	11
24. Employees feel they can't trust this organization (NRaD).	84	7	30	33	20	10
	85	7	35	36	16	5
	87	8	35	37	15	6
	89	8	35	35	15	7
	94	8	31	35	19	7
	97	7	24	36	20	12
25. Promotions are fair and impartial at NRaD.	79	26	38	22	13	1
	80	23	38	25	13	1
	81	26	31	28	14	1
	82	22	29	35	13	1
	83	23	29	34	13	1
	84	20	31	36	13	1
	85	13	28	42	16	1
	87	14	26	40	19	1
	89	14	26	39	20	2
	94	17	27	38	17	2
	97	24	28	34	12	2
26. Performance ratings at NRaD are given in a fair, impartial manner.	82	18	24	35	22	2
	83	20	25	31	23	2
	84	16	25	31	28	2
	85	9	21	37	30	3
	87	12	22	34	30	2
	89	11	22	31	32	3
	94	12	22	32	31	3
	97	15	23	35	23	4
27. In general, disciplinary actions taken at NRaD are fair and justified.	84	3	5	57	31	4
	85	2	5	58	31	4
	87	3	5	56	33	4
	89	4	5	51	35	5
	94	4	6	54	32	5
	97	6	8	60	23	4

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
28. Favoritism is a problem at NRaD.	94	3	17	39	26	15
	97	3	13	35	30	19
29. I respect and have confidence in my coworkers.	79	1	7	9	63	20
	80	1	5	8	65	20
	81	1	5	9	68	17
	82	1	4	13	64	17
	83	1	5	14	62	19
	84	1	3	12	64	20
	85	1	3	13	63	20
	87	1	5	10	64	20
	89	1	5	12	62	20
	94	1	4	16	59	20
	97	1	4	18	60	17
30. I feel I can trust my immediate supervisor.	84	5	8	14	46	26
	85	4	7	11	48	30
	87	4	7	13	47	29
	89	6	7	13	45	29
	94	6	9	15	43	27
	97	7	10	15	41	27
31. I feel I can trust my division head.	84	6	10	26	42	16
	85	5	9	24	43	20
	87	5	10	23	44	19
	89	6	9	23	43	18
	94	8	13	27	36	15
	97	10	13	23	38	16
32. I feel I can trust my department head.	84	9	11	35	35	10
	85	5	9	38	36	13
	87	4	8	36	39	13
	89	5	8	36	38	13
	94	6	11	40	33	10
	97	10	12	40	29	8
33. I feel I can trust top NRaD management.	84	8	15	43	29	5
	85	6	11	46	31	7
	87	5	12	44	32	7
	89	6	11	43	33	7
	94	7	13	45	28	7
	97	12	18	45	22	4

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
34. Work output is high in my work group.	79	3	10	17	50	21
	80	1	8	15	54	22
	81	2	10	14	56	19
	82	2	9	13	54	22
	83	2	6	17	51	23
	84	1	7	14	55	23
	85	1	7	13	52	27
	87	2	7	13	53	25
	89	2	7	14	53	25
	94	2	7	15	50	27
	97	1	5	16	51	27
35. The work accomplished by my work group is important to the Navy.	79	2	6	17	47	27
	80	7	6	14	51	25
	81	2	7	27	51	21
	82	1	3	10	52	34
	83	1	3	10	52	34
	84	1	2	8	55	34
	85	1	1	7	53	38
	87	1	2	9	52	36
	89	1	3	9	52	36
	94	1	3	12	49	35
	97	1	2	11	48	37
36. My work group is well-managed.	80	5	14	19	46	15
	81	8	14	20	47	10
	82	10	11	22	41	15
	83	9	13	20	43	15
	84	6	12	22	46	14
	85	5	12	19	47	18
	87	6	12	21	44	17
	89	5	13	20	46	16
	94	6	12	23	43	16
	97	7	11	24	43	15
37. All in all, I am satisfied with my work group.	80	3	10	13	60	14
	81	7	12	15	57	12
	82	3	13	18	51	15
	83	4	10	18	52	16
	84	3	11	16	55	15
	85	2	10	14	56	18
	87	3	11	15	52	18
	89	3	9	17	54	18
	94	3	11	18	51	18
	97	3	10	21	51	16
38. Sexist remarks are avoided in my work group.	94	2	7	15	51	25
	97	1	5	15	50	29

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
39. Racist remarks are avoided in my work group.	94	1	4	12	51	32
	97	1	3	12	47	37
40. I feel free to report instances of sex discrimination or sexual harassment within NRaD.	94	3	5	21	45	25
	97	3	5	20	46	27
41. I feel free to report instances of racial discrimination within NRaD.	94	3	5	22	45	25
	97	3	5	21	45	26
42. At NRaD, conflicts between work groups hinder work accomplishments.	79	5	34	17	31	12
	80	2	33	32	26	7
	81	2	28	31	30	7
	82	2	24	36	30	8
	83	3	23	34	32	8
	84	2	24	34	22	8
	85	3	25	35	28	9
	87	3	24	33	31	9
	89	3	22	33	31	11
	94	3	21	33	30	12
	97	3	17	32	33	16
43. The ability to manage is restricted by unnecessary rules and regulations.	80	1	7	37	41	13
	81	3	21	34	31	12
	82	2	22	40	28	8
	83	3	19	39	27	13
	84	2	19	40	27	11
	85	2	20	43	24	11
	87	2	21	40	25	11
	89	2	18	36	29	14
	94	2	16	41	28	12
	97	2	16	39	31	12
44. Internal communications within NRaD, such as electronic mail messages, notices, and the Outlook, are adequate for my needs.	94	2	8	11	65	14
	97	3	9	11	63	14
45. Personnel actions (e.g., transfers, promotions) move through the system with a minimum of internal delays.	79	25	32	21	20	1
	80	24	36	25	14	1
	81	20	31	33	15	1
	82	14	30	38	17	1
	83	14	28	42	15	2
	84	16	28	40	15	1
	85	12	27	42	18	2
	87	10	22	44	21	3
	89	9	20	44	25	2
	94	5	17	45	29	3
	97	10	22	45	21	3

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
46. The Personnel Department keeps employees informed about personnel policies and what they mean.	79	18	33	28	20	1
	80	24	29	22	23	2
	81	23	31	27	20	1
	82	14	24	33	27	3
	83	17	26	31	25	2
	84	18	30	30	20	2
	85	13	27	33	25	3
	87	10	21	31	35	4
	89	10	24	32	33	3
	94	7	19	31	36	6
	97	10	23	36	29	2
47. I am given adequate opportunity to participate in training and development programs.	80	7	19	13	52	9
	81	9	18	12	53	9
	82	6	17	13	55	8
	83	7	17	19	49	7
	84	7	14	18	53	9
	85	5	13	19	52	11
	87	7	13	17	51	12
	89	6	13	16	55	10
	94	6	15	19	49	12
	97	9	13	19	48	11
48. The training I received on the Alternate Personnel System (APS) was adequate.	81	7	19	27	43	2
	82	8	18	30	43	2
	83	9	18	34	37	2
	84	8	18	33	39	3
	85	7	15	37	37	4
	87	6	16	28	46	5
	89	5	13	29	48	5
	94	5	13	28	47	7
	97	14	14	43	26	4
49. There are adequate programs at NRaD that focus on the development of future supervisors.	80	15	33	38	14	1
	81	19	31	37	12	1
	82	15	31	41	12	1
	83	15	29	44	10	1
	84	15	27	44	14	1
	85	9	23	50	18	2
	87	8	27	45	18	2
	89	9	23	43	22	2
	94	10	25	43	19	2
	97	13	28	41	17	2

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
50. Supervisors who take the time to develop their subordinates' knowledge, skills, and abilities receive recognition.	80	12	31	41	14	1
	81	11	25	47	14	1
	82	8	27	42	21	1
	83	9	23	51	15	2
	84	6	23	51	18	2
	85	4	19	54	20	2
	87	5	21	54	19	2
	89	6	20	52	19	3
	94	6	21	53	18	2
	97	8	22	54	14	2
51. My supervisor encourages subordinates to participate in important decisions.	79	9	21	18	40	11
	80	7	22	17	46	8
	81	12	20	19	42	7
	82	10	17	20	43	10
	83	10	17	21	43	8
	84	8	18	20	46	8
	85	6	14	20	50	10
	87	7	15	19	50	9
	89	8	13	22	48	10
	94	9	14	21	42	13
	97	9	14	24	41	12
52. My supervisor discusses with me the specific reasons for the performance rating I receive.	79	5	14	17	54	11
	80	4	14	25	50	7
	81	9	17	14	52	7
	82	14	14	12	49	11
	83	10	15	20	44	11
	84	9	14	22	46	9
	85	5	12	25	48	11
	87	7	14	22	47	10
	89	7	12	20	49	11
	94	6	14	20	47	13
	97	7	14	21	44	14
53. My supervisor is competent in his/her relations with the people in this work group.	79	6	13	17	48	16
	80	5	12	17	51	15
	81	8	11	15	52	14
	82	9	10	16	48	17
	83	7	11	17	48	17
	84	6	11	18	50	15
	85	4	9	15	51	20
	87	5	10	18	50	18
	89	6	10	16	49	20
	94	6	11	20	45	18
	97	7	11	20	45	18

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
54. My supervisor considers the performance rating of subordinates to be an important part of his/her duties.	80	5	15	32	38	9
	81	6	11	29	44	10
	82	5	12	25	43	16
	83	5	11	28	44	13
	84	5	10	30	43	11
	85	3	7	30	46	13
	87	3	9	32	43	13
	89	5	8	27	45	15
	94	4	9	30	42	15
	97	4	9	32	40	15
55. My supervisor is aware of the most important aspects of my work.	80	5	10	14	57	14
	81	8	11	13	56	12
	82	6	10	15	53	15
	83	7	10	14	53	16
	84	5	12	15	55	14
	85	4	9	14	57	17
	87	5	11	13	57	14
	89	5	10	15	53	18
	94	6	11	16	50	17
	97	6	11	15	49	18
56. My supervisor rates my performance in a fair, impartial manner.	79	7	13	25	43	11
	80	6	9	26	48	12
	81	9	13	23	46	10
	82	6	11	24	42	16
	83	7	10	25	47	12
	84	5	10	27	46	12
	85	4	6	26	50	14
	87	5	8	26	47	14
	89	5	7	25	49	15
	94	5	8	26	45	16
	97	7	9	25	43	16
57. I receive sufficient feedback from my supervisor to help me improve my performance.	80	6	21	25	41	8
	81	11	21	19	45	4
	82	10	19	25	37	9
	83	9	20	25	37	10
	84	8	20	24	38	10
	85	6	15	25	43	11
	87	7	18	25	39	11
	89	7	15	26	41	11
	94	7	16	26	39	12
	97	8	16	27	36	13

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
58. The use of APS performance objectives helps me to understand better what is expected of me on my job.	82	16	24	23	31	6
	83	15	26	25	29	5
	84	12	23	26	34	5
	85	8	20	29	38	6
	87	8	19	28	38	7
	89	7	18	28	41	7
	94	6	16	33	38	7
	97	8	15	31	38	8
59. I believe that the performance rating appeal process provides an adequate means for correcting inequities in those ratings.	82	13	17	48	21	1
	83	16	16	47	18	4
	84	12	13	51	22	3
	85	7	13	53	23	4
	87	8	13	49	25	5
	89	9	11	51	24	5
	94	8	11	49	26	5
	97	10	12	50	25	4
60. I prefer the APS performance appraisal system to the standard civil service performance appraisal system.	81	15	16	37	26	7
	82	16	13	32	27	11
	83	18	15	30	25	13
	84	15	12	30	27	16
	85	9	9	33	32	18
	87	8	7	28	31	26
	89	6	6	28	30	30
	94	6	4	25	33	32
	97	6	5	41	27	21
61. APS classification procedures require significantly less paperwork for supervisors than the standard civil service system procedures.	81	13	20	48	15	4
	82	7	11	59	15	7
	83	7	11	58	18	7
	84	5	9	60	19	7
	85	3	8	62	19	9
	87	2	4	59	22	12
	89	2	4	63	21	10
	94	1	2	65	21	10
	97	1	3	70	18	7

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
62. The APS classification system is easier to understand and use than the standard civil service classification system.	80	14	18	48	18	2
	81	18	26	37	20	5
	82	10	25	36	21	8
	83	13	21	39	21	7
	84	8	19	43	24	7
	85	5	15	48	24	9
	87	5	12	45	27	11
	89	4	10	48	27	11
	94	2	8	49	31	10
	97	2	8	59	24	7
63. I prefer the APS classification system to the standard civil service classification system.	82	16	16	30	25	13
	83	17	15	29	27	12
	84	13	15	30	30	12
	85	7	11	32	34	16
	87	6	9	32	34	20
	89	6	6	30	36	23
	94	4	5	29	39	23
	97	4	6	42	32	16
64. The APS allows NRaD to be more competitive in recruiting new employees by offering higher starting salaries.	82	5	8	56	26	5
	83	9	11	54	20	5
	84	8	10	49	26	7
	85	4	9	39	38	10
	87	5	10	39	37	10
	89	5	8	38	37	11
	94	2	5	40	38	14
	97	3	5	53	30	9
65. I am more satisfied with the way my pay is determined under the APS than under the standard civil service system.	82	15	18	28	30	9
	83	17	18	26	30	9
	84	13	14	30	32	11
	85	7	12	34	35	12
	87	8	10	28	36	18
	89	5	8	29	41	17
	94	5	6	25	40	25
	97	6	6	34	36	19

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
66. The incentive of higher pay for better performance under the APS has motivated me to improve my job performance.	80	10	30	34	22	2
	81	17	36	22	22	3
	82	15	25	28	24	9
	83	18	25	25	26	6
	84	13	23	25	32	7
	85	9	20	26	37	9
	87	9	18	25	38	11
	89	6	16	24	41	12
	94	6	14	26	37	17
	97	9	13	27	37	15
67. I have received sufficient information on the APS to understand how it affects me.	79	13	24	23	35	4
	80	4	14	26	50	6
	81	4	10	22	54	9
	82	5	13	16	58	8
	83	5	14	17	57	9
	84	4	14	19	55	9
	85	4	13	20	55	8
	87	4	12	20	55	9
	89	4	12	17	58	10
	94	3	11	21	53	12
	97	7	17	28	40	7
68. On balance, the APS has not affected me adversely.	79	7	11	37	40	4
	80	5	8	27	55	6
	81	12	15	28	39	7
	82	7	15	25	43	10
	83	12	15	20	45	8
	84	9	14	21	47	9
	85	6	9	23	49	13
	87	6	9	20	49	16
	89	5	7	17	52	18
	94	4	7	17	50	22
	97	4	6	31	45	14
69. The APS provides a fairer, more equitable system than the standard civil service system.	79	13	11	53	16	6
	80	9	15	49	23	5
	81	16	20	40	14	5
	82	16	16	33	28	8
	83	18	19	30	25	8
	84	13	16	33	30	8
	85	8	11	38	33	11
	87	8	9	33	37	13
	89	6	8	33	38	15
	94	6	6	31	38	19
	97	5	8	43	31	14

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
70. I am in favor of the APS.	79	13	12	43	25	7
	80	12	10	39	25	7
	81	15	14	37	27	8
	82	16	14	29	26	16
	83	19	13	25	31	12
	84	14	12	23	35	16
	85	8	8	21	42	21
	87	7	8	20	38	27
	89	6	5	18	40	31
	94	5	5	16	39	35
	97	5	6	33	35	22
71. What performance rating did you receive for the 1995-96 APS rating period?						
	84	85	87	89	94	97
Outstanding	11	10	11	13	17	24
Superior	56	44	35	40	48	44
Successful	25	30	44	37	31	29
Marginal	2	1	1	1	1	0
Unacceptable	0	0	0	0	0	0
Not Rated Under APS	6	15	8	9	4	3
72. What performance rating do you believe you earned in the 1995-96 APS rating period?						
	84	85	87	89	94	97
Outstanding	24	20	19	21	25	33
Superior	54	47	46	45	49	43
Successful	16	19	26	24	18	15
Marginal	1	1	3	0	1	1
Unacceptable	0	0	0	0	0	0
Not Rated Under APS	6	13	7	9	7	7
	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
73. The NRaD TQL Program has improved the way we do business at NRaD.	94	12	18	53	15	2
	97	18	21	51	9	2
74. The 5-4/9 alternative work sched- ule (AWS) has favorably affected my morale at NRaD.	89	1	3	7	25	64
	94	2	3	13	28	55
	97	2	3	15	29	51
75. My job satisfaction has improved because of the 5-4/9 AWS.	89	2	5	14	29	49
	94	2	5	21	28	43
	97	2	5	23	30	39

	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
76. Productivity in my work group has increased under the 5-4/9 AWS.	89	2	6	42	28	22
	94	3	6	43	26	22
	97	2	7	42	26	23
77. I favor NRaD's continuing the 5-4/9 AWS.	89	2	1	4	16	77
	94	2	2	9	19	69
	97	2	2	10	19	67
78. I don't have problems with my sponsors/customers because of the 5-4/9 AWS.	89	1	3	10	39	47
	94	2	3	17	38	40
	97	2	4	16	36	42
79. Under the 5-4/9, I have saved sick leave by scheduling doctor and dentist appointments on off-Fridays.	89	2	9	12	35	42
	94	2	8	18	34	39
	97	2	7	19	34	39
80. I choose to work on my off-Friday without compensation:						
				89	94	97
Less than 10% of my off-Fridays				66	64	58
Approximately 10-40% of my off-Fridays				24	24	20
Approximately 40-60% of my off-Fridays				5	6	13
Approximately 60-90% of my off-Fridays				2	3	4
Greater than 90% of my off-Fridays				3	4	5

IV. DEMOGRAPHIC BREAKDOWN OF QUESTIONNAIRE RESPONSES

Percentage responses to the whole questionnaire, considered by occupation, are presented in IV.A. They are followed by other kinds of demographic breakdowns for selected questions in IV.B. The categories are Gender, Ethnicity, Supervisory Status, DP level, Rating Received, and Rating Believed Earned. The number of respondents represented in each category can be found in the Demographic Data Section. Percentages are rounded to the nearest whole number. The responses for "strongly disagree" and "disagree" have been combined and are shown as "disagree." The responses for "strongly agree" and "agree" were combined and are shown as "agree."

The occupational groupings and demographic categories are abbreviated as follows:

Scientist	S
Engineer	E
Administrative Professional	A
Technician	T
Specialist	SP
Clerical	C
Other	O
Ethnic Minority	Min
Non-minority	Non Min
Nonsupervisors	Non Sup
Years as Supervisor:	
Less than 3 years	<3 years
3 through 10 years	3-10 years
More than 10 years	>10 years
Alternate Personnel System (APS) Career Path Status:	
Professional	DP
Technical	DT
Administrative	DA
Specialist	DS
Clerical	DG

IV.A. RESPONSES TO QUESTIONS 1 THROUGH 80 BY OCCUPATION

		Disagree %	Neutral %	Agree %
1. I understand NRaD's mission.	S	11	25	64
	E	10	18	72
	A	9	23	68
	T	18	21	61
	SP	17	23	60
	C	7	34	59
	O	16	21	63
2. On my job, I know what is expected of me.	S	7	6	86
	E	7	9	84
	A	10	6	84
	T	8	5	87
	SP	6	10	84
	C	1	8	91
	O	21	5	74
3. The job I perform is considered important by management.	S	18	20	63
	E	12	22	66
	A	14	17	68
	T	18	17	65
	SP	13	26	61
	C	9	24	67
	O	32	11	58
4. I enjoy doing my work for the personal satisfaction it gives me.	S	8	12	80
	E	9	15	76
	A	4	10	86
	T	9	11	80
	SP	11	14	75
	C	12	16	73
	O	11	16	74
5. I have adequate opportunities to provide input which will enhance the quality of NRaD's products.	S	21	25	54
	E	23	23	55
	A	23	38	39
	T	27	27	47
	SP	26	33	41
	C	45	28	26
	O	53	26	21

		Disagree %	Neutral %	Agree %
6. I have adequate resources to achieve what is expected of me.	S	27	22	52
	E	24	22	55
	A	22	13	65
	T	24	17	59
	SP	30	23	47
	C	14	21	65
	O	26	16	58
7. I have the freedom to organize my work in the way that seems best to me, so long as I accomplish my objectives.	S	3	6	91
	E	5	9	86
	A	4	7	88
	T	14	6	80
	SP	6	13	81
	C	4	10	86
	O	16	5	79
8. Considering the skills and effort I put into my work, I am satisfied with my pay.	S	24	18	59
	E	17	22	61
	A	28	16	57
	T	31	19	49
	SP	30	22	47
	C	55	16	29
	O	63	5	32
9. I am concerned about my job future in the government.	S	28	20	52
	E	25	20	55
	A	29	19	52
	T	19	18	62
	SP	19	19	62
	C	22	17	61
	O	11	26	63
10. NRaD is well-managed.	S	36	42	22
	E	41	36	22
	A	46	28	26
	T	44	35	21
	SP	46	40	13
	C	32	38	31
	O	53	26	21

		Disagree %	Neutral %	Agree %
11. High performers tend to stay at NRaD.	S	28	41	32
	E	23	45	32
	A	41	41	19
	T	20	60	20
	SP	31	45	23
	C	24	47	29
	O	47	26	26
12. Low performers tend to leave NRaD.	S	65	30	5
	E	56	36	8
	A	52	38	10
	T	53	41	6
	SP	55	38	7
	C	51	40	9
	O	55	35	10
		Low %	Average %	High %
13. Over the last 6 months, my morale has been:	S	30	36	34
	E	33	37	30
	A	29	38	33
	T	32	33	35
	SP	40	40	20
	C	34	44	22
	O	60	10	30
		Disagree %	Neutral %	Agree %
14. During the next year, I will probably look for a new job outside NRaD.	S	64	15	21
	E	58	22	20
	A	45	25	30
	T	61	22	17
	SP	50	27	23
	C	51	19	31
	O	40	30	30
15. In general, I look forward to coming to work.	S	18	16	66
	E	16	27	57
	A	23	17	59
	T	13	28	60
	SP	21	22	56
	C	20	21	59
	O	35	15	50

		Disagree %	Neutral %	Agree %
16. The work climate at NRaD allows employees to challenge traditional ways of doing things.	S	34	32	33
	E	37	31	32
	A	43	26	30
	T	34	35	31
	SP	43	30	27
	C	36	38	26
	O	55	20	25
17. Innovative and creative work (high-risk effort) is encouraged and rewarded.	S	36	35	28
	E	37	35	28
	A	42	32	26
	T	32	46	22
	SP	38	43	18
	C	34	44	22
	O	55	15	30
18. Symbolic rewards, such as recognition by co-workers, are more important than monetary awards.	S	47	30	22
	E	41	37	22
	A	54	28	19
	T	52	28	20
	SP	46	36	17
	C	53	26	21
	O	40	20	40
19. There is adequate nonmonetary recognition at NRaD for excellent performance.	S	39	27	34
	E	36	34	31
	A	48	32	20
	T	40	39	21
	SP	51	38	11
	C	40	32	28
	O	55	20	25
20. Under the present system, it is possible to motivate NRaD employees with financial awards.	S	37	26	36
	E	29	29	43
	A	41	13	46
	T	24	28	49
	SP	27	31	41
	C	33	26	41
	O	45	20	35

		Disagree %	Neutral %	Agree %
21. Bonus points are an effective reward for job performance above the "successful" level.	S	25	28	47
	E	25	23	52
	A	29	16	55
	T	19	21	60
	SP	21	24	56
	C	20	19	61
	O	35	40	25
22. Bonus points provide supervisors with the flexibility needed to reward good job performance when a salary increase is unavailable or inappropriate.	S	19	29	52
	E	18	24	58
	A	16	20	64
	T	17	19	64
	SP	18	23	59
	C	16	16	68
	O	32	21	47
23. The majority of my work is encompassed within my performance objectives.	S	15	16	69
	E	13	13	73
	A	17	17	65
	T	15	17	68
	SP	15	22	63
	C	15	18	67
	O	25	15	60
24. Employees feel they can't trust this organization (NRaD).	S	37	36	26
	E	34	37	29
	A	29	29	42
	T	26	38	37
	SP	23	39	38
	C	28	42	29
	O	25	30	45
25. Promotions are fair and impartial at NRaD.	S	49	38	14
	E	40	39	21
	A	59	29	12
	T	62	28	10
	SP	64	31	5
	C	57	33	10
	O	70	10	20

		Disagree %	Neutral %	Agree %
26. Performance ratings at NRaD are given in a fair, impartial manner.	S	34	34	32
	E	28	38	34
	A	38	36	26
	T	50	33	17
	SP	52	31	16
	C	37	36	27
	O	60	10	30
27. In general, disciplinary actions taken at NRaD are fair and justified.	S	7	63	30
	E	8	64	28
	A	22	48	30
	T	19	66	15
	SP	21	55	24
	C	13	55	32
	O	25	35	40
28. Favoritism is a problem at NRaD.	S	16	38	46
	E	21	38	41
	A	12	35	54
	T	10	29	61
	SP	13	28	59
	C	14	33	54
	O	20	15	65
29. I respect and have confidence in my co-workers.	S	1	11	88
	E	3	14	82
	A	4	19	77
	T	6	23	71
	SP	12	27	61
	C	8	21	71
	O	10	15	75
30. I feel I can trust my immediate supervisor.	S	10	16	73
	E	12	15	72
	A	20	7	72
	T	17	16	67
	SP	24	15	61
	C	16	17	67
	O	45	5	50

		Disagree %	Neutral %	Agree %
31. I feel I can trust my division head.	S	22	24	55
	E	17	22	61
	A	21	24	55
	T	25	22	53
	SP	34	20	46
	C	19	31	51
	O	45	15	40
32. I feel I can trust my department head.	S	9	56	34
	E	19	38	43
	A	28	25	48
	T	26	38	37
	SP	27	42	31
	C	17	41	42
	O	40	20	40
33. I feel I can trust top NRaD management.	S	25	52	23
	E	29	40	31
	A	36	35	29
	T	33	46	21
	SP	34	47	19
	C	23	52	25
	O	45	35	20
34. Work output is high in my work group.	S	5	12	82
	E	6	16	78
	A	3	14	83
	T	6	15	79
	SP	12	16	72
	C	4	17	79
	O	30	20	50
35. The work accomplished by my work group is important to the Navy.	S	6	12	82
	E	3	11	86
	A	0	10	90
	T	6	10	84
	SP	6	12	81
	C	1	14	85
	O	0	10	90

		Disagree %	Neutral %	Agree %
36. My work group is well-managed.	S	10	29	61
	E	15	26	59
	A	19	16	65
	T	21	18	61
	SP	25	27	47
	C	19	26	55
	O	40	15	45
37. All in all, I am satisfied with my work group.	S	3	24	73
	E	12	21	67
	A	16	19	65
	T	9	21	70
	SP	21	22	57
	C	17	20	63
	O	30	15	55
38. Sexist remarks are avoided in my work group.	S	1	11	88
	E	6	14	81
	A	9	13	78
	T	7	20	72
	SP	10	19	71
	C	9	17	74
	O	5	15	80
39. Racist remarks are avoided in my work group.	S	1	10	90
	E	3	8	88
	A	3	13	84
	T	6	17	77
	SP	9	17	73
	C	3	14	83
	O	5	20	75
40. I feel free to report instances of sex discrimination or sexual harassment within NRaD.	S	5	18	76
	E	4	17	79
	A	16	14	70
	T	7	23	70
	SP	10	23	66
	C	12	24	64
	O	20	20	60

		Disagree %	Neutral %	Agree %
41. I feel free to report instances of racial discrimination within NRaD.	S	4	19	77
	E	4	17	78
	A	14	16	70
	T	6	30	63
	SP	12	23	64
	C	12	25	63
	O	35	5	60
42. At NRaD, conflicts between work groups hinder work accomplishments.	S	21	29	50
	E	20	34	46
	A	13	29	58
	T	24	38	39
	SP	19	28	53
	C	18	32	51
	O	5	30	65
43. The ability to manage is restricted by unnecessary rules and regulations.	S	13	33	54
	E	17	35	48
	A	25	25	51
	T	19	46	35
	SP	17	49	34
	C	27	40	33
	O	10	25	65
44. Internal communications within NRaD, such as electronic mail messages, notices, and the Outlook, are adequate for my needs.	S	9	7	84
	E	10	10	80
	A	14	9	77
	T	17	9	73
	SP	15	15	70
	C	14	13	73
	O	30	0	70
45. Personnel actions (e.g., transfers, promotions) move through the system with a minimum of internal delays.	S	31	53	16
	E	28	45	27
	A	35	36	29
	T	28	52	19
	SP	35	44	21
	C	33	35	31
	O	50	25	25

		Disagree %	Neutral %	Agree %
46. The Personnel Department keeps employees informed about personnel policies and what they mean.	S	33	41	26
	E	31	31	38
	A	30	48	22
	T	28	45	27
	SP	39	32	29
	C	30	38	32
	O	50	25	25
47. I am given adequate opportunity to participate in training and development programs.	S	14	17	70
	E	23	17	60
	A	16	19	65
	T	25	29	46
	SP	28	23	49
	C	21	21	58
	O	50	15	35
48. The training I received on the Alternate Personnel System (APS) was adequate.	S	27	44	29
	E	23	37	39
	A	28	36	36
	T	34	52	14
	SP	37	41	22
	C	26	47	26
	O	21	58	21
49. There are adequate programs at NRaD that focus on the development of future supervisors.	S	42	38	20
	E	43	36	22
	A	43	43	13
	T	44	47	9
	SP	36	44	20
	C	25	56	19
	O	60	20	20
50. Supervisors who take the time to develop their subordinates' knowledge, skills, and abilities receive recognition.	S	33	48	18
	E	36	46	18
	A	37	57	6
	T	24	60	17
	SP	23	65	12
	C	25	57	18
	O	37	47	16

		Disagree %	Neutral %	Agree %
51. My supervisor encourages subordinates to participate in important decisions.	S	19	22	59
	E	20	23	57
	A	22	21	57
	T	28	28	44
	SP	31	22	47
	C	22	24	53
	O	45	20	35
52. My supervisor discusses with me the specific reasons for the performance rating I receive.	S	19	19	62
	E	22	23	55
	A	22	17	61
	T	15	19	66
	SP	29	18	53
	C	15	20	65
	O	40	5	55
53. My supervisor is competent in his/her relations with the people in this work group.	S	11	20	70
	E	14	22	64
	A	17	17	65
	T	22	17	61
	SP	26	16	58
	C	18	20	62
	O	40	10	50
54. My supervisor considers the performance rating of subordinates to be an important part of his/her duties.	S	7	32	60
	E	12	29	59
	A	12	30	58
	T	15	37	48
	SP	18	37	45
	C	11	27	62
	O	30	20	50
55. My supervisor is aware of the most important aspects of my work.	S	14	18	69
	E	17	17	66
	A	13	10	77
	T	15	15	70
	SP	24	18	58
	C	14	14	73
	O	40	0	60

		Disagree %	Neutral %	Agree %
56. My supervisor rates my performance in a fair, impartial manner.	S	11	25	64
	E	11	26	63
	A	13	23	64
	T	14	25	61
	SP	26	24	51
	C	17	21	62
	O	45	5	50
57. I receive sufficient feedback from my supervisor to help me improve my performance.	S	18	34	48
	E	25	27	48
	A	19	17	64
	T	25	29	46
	SP	29	26	46
	C	22	21	57
	O	40	15	45
58. The use of APS performance objectives helps me to understand better what is expected of me on my job.	S	16	36	48
	E	25	32	43
	A	30	23	46
	T	17	31	52
	SP	28	29	42
	C	19	26	55
	O	25	15	60
59. I believe that the performance rating appeal process provides an adequate means for correcting inequities in those ratings.	S	18	53	29
	E	21	49	30
	A	17	35	48
	T	20	60	19
	SP	29	48	22
	C	17	57	26
	O	35	25	40
60. I prefer the APS performance appraisal system to the standard civil service performance appraisal system.	S	4	44	52
	E	8	37	55
	A	9	29	62
	T	17	44	39
	SP	18	43	38
	C	11	54	35
	O	25	40	35

		Disagree %	Neutral %	Agree %
61. APS classification procedures require significantly less paperwork for supervisors than the standard civil service system procedures.	S	3	75	23
	E	4	65	30
	A	6	45	48
	T	6	81	14
	SP	5	71	24
	C	4	76	19
	O	11	68	21
62. The APS classification system is easier to understand and use than the standard civil service classification system.	S	5	64	31
	E	8	53	38
	A	15	47	38
	T	12	69	19
	SP	14	60	26
	C	12	67	21
	O	16	58	26
63. I prefer the APS classification system to the standard civil service classification system.	S	7	41	52
	E	8	35	57
	A	10	37	52
	T	15	53	32
	SP	17	44	39
	C	12	53	35
	O	16	47	37
64. The APS allows NRaD to be more competitive in recruiting new employees by offering higher starting salaries.	S	6	54	39
	E	8	45	47
	A	13	39	48
	T	6	70	24
	SP	10	56	34
	C	4	65	31
	O	11	58	32
65. I am more satisfied with the way my pay is determined under the APS than under the standard civil service system.	S	6	33	61
	E	8	29	63
	A	10	31	58
	T	19	35	46
	SP	18	30	52
	C	14	45	41
	O	20	45	35

		Disagree %	Neutral %	Agree %
66. The incentive of higher pay for better performance under the APS has motivated me to improve my job performance.	S	22	30	48
	E	20	27	54
	A	19	29	51
	T	29	23	48
	SP	26	28	46
	C	23	24	53
	O	30	15	55
67. I have received sufficient information on the APS to understand how it affects me.	S	25	25	49
	E	20	25	56
	A	18	26	56
	T	29	30	42
	SP	24	31	45
	C	39	26	35
	O	40	25	35
68. On balance, the APS has not affected me adversely.	S	5	28	67
	E	8	23	69
	A	9	27	64
	T	12	34	54
	SP	19	31	49
	C	11	47	42
	O	15	45	40
69. The APS provides a fairer, more equitable system than the standard civil service system.	S	5	43	52
	E	9	35	56
	A	12	39	49
	T	19	54	27
	SP	23	41	36
	C	14	55	31
	O	15	55	30
70. I am in favor of the APS.	S	5	27	68
	E	8	25	67
	A	7	30	63
	T	16	40	44
	SP	17	40	43
	C	14	44	42
	O	20	35	45

71. What performance rating did you receive for the 1995-96 APS rating period?

	Outstanding	Superior %	Successful %	Marginal %	Unacceptable %	Not Rated Under APS %
S	24	45	28	0	0	3
E	21	46	29	1	0	3
A	42	38	16	0	0	4
T	19	40	37	0	0	3
SP	21	45	28	1	0	5
C	27	47	23	0	0	3
O	35	30	35	0	0	0

72. What performance rating do you believe you earned in the 1995-96 APS rating period?

	Outstanding	Superior %	Successful %	Marginal %	Unacceptable %	Not Rated Under APS %
S	36	36	19	1	0	7
E	24	48	19	1	0	8
A	46	33	6	1	0	13
T	30	46	16	0	0	7
SP	40	43	9	1	0	8
C	42	44	6	1	0	7
O	45	35	20	0	0	0

		Disagree %	Neutral %	Agree %
73. The NRaD TQL Program has improved the way we do business at NRaD.	S	36	56	8
	E	41	50	10
	A	46	36	18
	T	38	55	8
	SP	41	52	7
	C	27	53	20
	O	45	45	10
74. The 5-4/9 alternative work schedule (AWS) has favorably affected my morale at NRaD.	S	2	7	91
	E	4	13	82
	A	8	16	75
	T	11	30	59
	SP	7	18	75
	C	7	14	79
	O	10	15	75

		Disagree %	Neutral %	Agree %
75. My job satisfaction has improved because of the 5-4/9 AWS.	S	3	16	82
	E	5	22	72
	A	15	20	66
	T	16	35	50
	SP	7	33	60
	C	9	16	75
	O	5	25	70
76. Productivity in my work group has increased under the 5-4/9 AWS.	S	6	43	51
	E	7	41	52
	A	16	38	46
	T	14	46	41
	SP	8	46	47
	C	12	36	52
	O	15	35	50
77. I favor NRaD's continuing the 5-4/9 AWS.	S	4	4	92
	E	4	10	87
	A	10	7	84
	T	6	20	74
	SP	4	13	83
	C	4	5	90
	O	5	10	85
78. I don't have problems with my sponsors/ customers because of the 5-4/9 AWS.	S	8	6	85
	E	6	17	77
	A	5	13	82
	T	5	27	68
	SP	5	16	79
	C	3	26	70
	O	5	20	75
79. Under the 5-4/9, I have saved sick leave by scheduling doctor and dentist appointments on off-Fridays.	S	6	14	79
	E	12	21	68
	A	5	18	77
	T	10	25	65
	SP	9	20	71
	C	8	11	82
	O	5	30	65

80. I choose to work on my off-Friday without compensation:

	Less than 10% of my off-Fridays	10–40% of my off-Fridays	40–60% of my off-Fridays	60–90% of my off-Fridays	Greater than 90% of my off-Fridays
S	43	30	14	4	9
E	49	27	14	5	6
A	70	15	8	5	2
T	67	14	14	3	2
SP	63	18	13	2	2
C	85	6	8	0	1
O	67	0	22	0	11

IV.B. SELECTED DEMOGRAPHICS, QUESTIONS 1 THROUGH 80

1. I understand NRaD's mission.

	Disagree %	Neutral %	Agree %
Male	12	20	68
Female	13	27	60
Min	15	24	61
Non Min	10	22	68
Non Sup	13	25	62
Years as Supervisor:			
<3 years	7	16	77
3-10 years	12	16	72
>10 years	4	11	85
APS Status:			
DP	10	20	69
DT	20	23	57
DA	18	19	63
DS	19	25	57
DG	7	35	58
Rating Received:			
Outstanding	14	18	67
Superior	10	22	68
Successful	15	23	62
Marginal	0	33	67
Unacceptable	0	0	100
Not Rated	13	32	53
Rating Believed Earned:			
Outstanding	13	19	68
Superior	12	22	66
Successful	9	28	64
Marginal	18	18	64
Unacceptable	0	0	100
Not Rated	18	20	61

2. On my job, I know what is expected of me.

	Disagree %	Neutral %	Agree %
Male	7	7	86
Female	7	9	84
Min	10	8	82
Non Min	5	8	87
Non Sup	8	8	64
Years as Supervisor:			
<3 years	9	2	89
3-10 years	5	5	89
>10 years	0	6	94
APS Status:			
DP	6	8	86
DT	11	1	88
DA	14	10	76
DS	4	9	87
DG	4	8	88
Rating Received:			
Outstanding	4	6	90
Superior	6	8	86
Successful	12	10	78
Marginal	0	33	67
Unacceptable	0	0	100
Not Rated	0	5	95
Rating Believed Earned:			
Outstanding	6	6	88
Superior	6	8	85
Successful	8	8	84
Marginal	9	27	64
Unacceptable	100	0	0
Not Rated	13	12	75

3. The job I perform is considered important by management.

	Disagree %	Neutral %	Agree %
Male	15	21	64
Female	13	22	65
Min	11	21	68
Non Min	15	21	64
Non Sup	15	23	62
Years as Supervisor:			
<3 years	11	13	76
3-10 years	12	13	75
>10 years	11	6	83
APS Status:			
DP	14	21	66
DT	20	15	65
DA	20	23	57
DS	13	28	58
DG	13	23	64
Rating Received:			
Outstanding	11	15	75
Superior	13	20	67
Successful	20	28	52
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	5	24	71
Rating Believed Earned:			
Outstanding	11	15	74
Superior	13	24	62
Successful	21	25	54
Marginal	26	18	45
Unacceptable	100	0	0
Not Rated	17	19	64

4. I enjoy doing my work for the personal satisfaction it gives me.

	Disagree %	Neutral %	Agree %
Male	9	15	76
Female	9	11	79
Min	10	16	75
Non Min	9	13	78
Non Sup	10	14	76
Years as Supervisor:			
<3 years	4	13	82
3-10 years	7	13	80
>10 years	6	9	85
APS Status:			
DP	8	13	79
DT	8	12	80
DA	13	15	73
DS	11	13	76
DG	13	18	69
Rating Received:			
Outstanding	6	13	80
Superior	8	13	79
Successful	15	15	70
Marginal	0	33	67
Unacceptable	0	0	100
Not Rated	5	16	78
Rating Believed Earned:			
Outstanding	7	13	79
Superior	9	13	78
Successful	16	17	67
Marginal	18	18	64
Unacceptable	100	0	0
Not Rated	8	16	76

5. I have adequate opportunities to provide input which will enhance the quality of NRaD's products.

	Disagree %	Neutral %	Agree %
Male	24	25	51
Female	33	31	36
Min	28	27	45
Non Min	26	27	47
Non Sup	29	27	45
Years as Supervisor:			
<3 years	16	36	49
3-10 years	21	14	64
>10 years	19	32	49
APS Status:			
DP	21	24	55
DT	26	28	46
DA	37	36	27
DS	24	33	43
DG	46	28	26
Rating Received:			
Outstanding	22	30	49
Superior	27	26	47
Successful	35	27	39
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	14	27	60
Rating Believed Earned:			
Outstanding	26	28	46
Superior	27	26	47
Successful	31	28	41
Marginal	27	27	45
Unacceptable	100	0	0
Not Rated	27	24	49

6. I have adequate resources to achieve what is expected of me.

	Disagree %	Neutral %	Agree %
Male	24	23	53
Female	24	14	62
Min	25	21	54
Non Min	23	20	56
Non Sup	23	19	58
Years as Supervisor:			
<3 years	24	29	47
3–10 years	32	25	43
>10 years	34	21	45
APS Status:			
DP	24	23	54
DT	29	16	55
DA	31	11	57
DS	24	26	50
DG	14	21	65
Rating Received:			
Outstanding	23	21	56
Superior	23	21	56
Successful	27	21	52
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	16	11	74
Rating Believed Earned:			
Outstanding	26	21	54
Superior	23	21	56
Successful	23	23	54
Marginal	9	27	64
Unacceptable	100	0	0
Not Rated	23	16	61

7. I have the freedom to organize my work in the way that seems best to me, so long as I accomplish my objectives.

	Disagree %	Neutral %	Agree %
Male	6	9	85
Female	5	7	88
Min	8	10	82
Non Min	5	8	87
Non Sup	6	9	85
Years as Supervisor:			
<3 years	4	9	87
3-10 years	4	7	89
>10 years	9	6	85
APS Status:			
DP	4	8	88
DT	13	5	81
DA	9	7	84
DS	7	20	72
DG	6	8	86
Rating Received:			
Outstanding	5	6	89
Superior	5	7	88
Successful	9	14	77
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	5	8	87
Rating Believed Earned:			
Outstanding	7	7	87
Superior	5	10	85
Successful	7	9	84
Marginal	9	27	64
Unacceptable	0	0	100
Not Rated	10	7	83

8. Considering the skills and effort I put into my work, I am satisfied with my pay.

	Disagree %	Neutral %	Agree %
Male	24	20	56
Female	37	19	44
Min	31	25	45
Non Min	27	18	56
Non Sup	28	19	52
Years as Supervisor:			
<3 years	32	36	32
3-10 years	20	16	64
>10 years	19	11	70
APS Status:			
DP	17	20	63
DT	33	21	45
DA	36	22	43
DS	43	22	35
DG	60	16	24
Rating Received:			
Outstanding	29	20	52
Superior	27	20	53
Successful	31	21	48
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	21	8	71
Rating Believed Earned:			
Outstanding	34	19	47
Superior	28	21	51
Successful	23	13	64
Marginal	27	36	36
Unacceptable	100	0	0
Not Rated	20	23	57

9. I am concerned about my job future in the government.

	Disagree %	Neutral %	Agree %
Male	24	21	56
Female	23	17	60
Min	15	16	69
Non Min	26	21	53
Non Sup	22	19	59
Years as Supervisor:			
<3 years	31	22	47
3–10 years	32	16	52
>10 years	30	15	55
APS Status:			
DP	26	20	55
DT	21	20	59
DA	22	17	61
DS	15	15	70
DG	19	21	59
Rating Received:			
Outstanding	28	21	51
Superior	24	20	56
Successful	19	20	61
Marginal	0	0	100
Unacceptable	0	0	100
Not Rated	21	18	61
Rating Believed Earned:			
Outstanding	26	21	53
Superior	21	20	59
Successful	25	21	53
Marginal	9	18	73
Unacceptable	0	0	100
Not Rated	23	14	63

10. NRaD is well-managed.

	Disagree %	Neutral %	Agree %
Male	41	37	22
Female	42	37	22
Min	44	34	21
Non Min	40	38	22
Non Sup	42	38	21
Years as Supervisor:			
<3 years	38	47	16
3-10 years	41	30	29
>10 years	36	30	34
APS Status:			
DP	40	38	22
DT	47	32	21
DA	55	29	16
DS	46	39	15
DG	34	38	28
Rating Received:			
Outstanding	40	37	23
Superior	38	40	22
Successful	51	31	18
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	13	53	34
Rating Believed Earned:			
Outstanding	43	36	21
Superior	41	37	22
Successful	42	38	20
Marginal	45	18	36
Unacceptable	0	100	0
Not Rated	35	40	25

11. High performers tend to stay at NRaD.

	Disagree %	Neutral %	Agree %
Male	23	48	30
Female	36	39	25
Min	30	43	27
Non Min	26	46	28
Non Sup	28	45	27
Years as Supervisor:			
<3 years	29	56	16
3-10 years	16	47	37
>10 years	28	36	36
APS Status:			
DP	25	44	31
DT	16	62	22
DA	48	38	13
DS	31	48	20
DG	26	45	29
Rating Received:			
Outstanding	24	44	31
Superior	26	46	27
Successful	32	45	23
Marginal	33	0	67
Unacceptable	0	100	0
Not Rated	11	51	38
Rating Believed Earned:			
Outstanding	27	45	28
Superior	28	46	26
Successful	27	48	25
Marginal	36	18	45
Unacceptable	0	100	0
Not Rated	22	42	36

12. Low performers tend to leave NRaD.

	Disagree %	Neutral %	Agree %
Male	55	37	8
Female	58	34	8
Min	49	41	10
Non Min	58	36	7
Non Sup	54	38	8
Years as Supervisor:			
<3 years	58	42	0
3-10 years	67	24	9
>10 years	68	23	9
APS Status:			
DP	59	34	7
DT	53	42	5
DA	55	36	9
DS	56	37	7
DG	48	43	9
Rating Received:			
Outstanding	64	28	8
Superior	55	38	7
Successful	50	40	10
Marginal	0	67	33
Unacceptable	0	100	0
Not Rated	54	41	5
Rating Believed Earned:			
Outstanding	62	30	8
Superior	53	40	8
Successful	51	39	11
Marginal	36	55	9
Unacceptable	0	100	0
Not Rated	56	36	8

13. Over the last 6 months, my morale has been:

	Low %	Average %	High %
Male	32	36	32
Female	38	39	23
Min	39	37	23
Non Min	32	37	31
Non Sup	37	35	28
Years as Supervisor:			
<3 years	16	56	29
3-10 years	24	39	37
>10 years	28	43	30
APS Status:			
DP	31	37	31
DT	36	31	33
DA	42	35	24
DS	35	35	30
DG	40	42	19
Rating Received:			
Outstanding	29	36	35
Superior	32	37	30
Successful	45	36	19
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	24	26	50
Rating Believed Earned:			
Outstanding	32	37	31
Superior	35	37	27
Successful	42	33	25
Marginal	18	45	36
Unacceptable	100	0	0
Not Rated	34	29	37

14. During the next year, I will probably look for a new job outside NRaD.

	Disagree %	Neutral %	Agree %
Male	58	21	21
Female	54	21	26
Min	47	30	24
Non Min	59	18	23
Non Sup	55	21	23
Years as Supervisor:			
<3 years	56	20	24
3–10 years	59	21	20
>10 years	68	13	19
APS Status:			
DP	60	20	20
DT	64	23	14
DA	41	18	40
DS	56	33	11
DG	47	19	35
Rating Received:			
Outstanding	56	22	22
Superior	58	19	22
Successful	50	25	24
Marginal	67	0	33
Unacceptable	100	0	0
Not Rated	73	14	13
Rating Believed Earned:			
Outstanding	51	23	26
Superior	58	21	21
Successful	60	23	16
Marginal	36	27	36
Unacceptable	100	0	0
Not Rated	65	13	22

15. In general, I look forward to coming to work.

	Disagree %	Neutral %	Agree %
Male	16	23	61
Female	23	22	55
Min	18	26	57
Non Min	19	22	59
Non Sup	20	23	58
Years as Supervisor:			
<3 years	4	31	64
3-10 years	17	17	66
>10 years	19	19	62
APS Status:			
DP	17	23	61
DT	14	23	64
DA	29	16	55
DS	24	31	44
DG	25	21	54
Rating Received:			
Outstanding	18	20	63
Superior	17	26	58
Successful	23	25	51
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	14	16	70
Rating Believed Earned:			
Outstanding	18	21	61
Superior	18	27	55
Successful	24	21	56
Marginal	18	27	55
Unacceptable	0	0	100
Not Rated	16	24	60

16. The work climate at NRaD allows employees to challenge traditional ways of doing things.

	Disagree %	Neutral %	Agree %
Male	35	31	34
Female	43	33	25
Min	39	30	31
Non Min	37	33	31
Non Sup	37	32	31
Years as Supervisor:			
<3 years	38	27	36
3-10 years	39	29	32
>10 years	40	36	23
APS Status:			
DP	37	31	32
DT	35	31	34
DA	44	29	27
DS	44	28	28
DG	38	36	26
Rating Received:			
Outstanding	38	33	29
Superior	36	32	32
Successful	44	31	25
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	22	32	46
Rating Believed Earned:			
Outstanding	40	31	29
Superior	37	35	28
Successful	40	27	33
Marginal	36	36	27
Unacceptable	0	0	100
Not Rated	33	30	37

17. Innovative and creative work (high-risk effort) is encouraged and rewarded.

	Disagree %	Neutral %	Agree %
Male	35	38	28
Female	40	37	22
Min	37	38	25
Non Min	36	37	26
Non Sup	37	40	23
Years as Supervisor:			
<3 years	36	33	31
3-10 years	37	21	42
>10 years	40	32	28
APS Status:			
DP	37	27	36
DT	31	25	44
DA	42	24	35
DS	39	17	44
DG	38	20	43
Rating Received:			
Outstanding	35	32	33
Superior	38	35	27
Successful	39	42	19
Marginal	33	0	67
Unacceptable	0	100	0
Not Rated	24	47	29
Rating Believed Earned:			
Outstanding	38	34	28
Superior	38	36	26
Successful	34	45	22
Marginal	45	36	18
Unacceptable	0	100	0
Not Rated	35	38	27

18. Symbolic rewards, such as recognition by coworkers, are more important than monetary awards.

	Disagree %	Neutral %	Agree %
Male	46	35	19
Female	48	27	25
Min	44	29	27
Non Min	47	34	19
Non Sup	46	33	20
Years as Supervisor:			
<3 years	51	38	11
3–10 years	41	32	28
>10 years	45	30	26
APS Status:			
DP	43	36	21
DT	61	26	14
DA	52	25	23
DS	44	39	17
DG	48	28	24
Rating Received:			
Outstanding	47	29	24
Superior	46	35	18
Successful	50	27	22
Marginal	0	67	33
Unacceptable	0	100	0
Not Rated	41	45	13
Rating Believed Earned:			
Outstanding	50	29	21
Superior	47	34	19
Successful	49	29	22
Marginal	45	27	27
Unacceptable	0	100	0
Not Rated	35	41	23

19. There is adequate nonmonetary recognition at NRaD for excellent performance.

	Disagree %	Neutral %	Agree %
Male	38	33	29
Female	46	33	21
Min	43	32	24
Non Min	40	33	27
Non Sup	40	35	24
Years as Supervisor:			
<3 years	47	36	18
3-10 years	49	20	32
>10 years	40	13	47
APS Status:			
DP	37	32	31
DT	32	43	24
DA	52	39	9
DS	59	31	9
DG	50	29	21
Rating Received:			
Outstanding	44	30	26
Superior	38	31	30
Successful	44	36	20
Marginal	67	0	33
Unacceptable	0	0	100
Not Rated	30	51	19
Rating Believed Earned:			
Outstanding	45	29	25
Superior	40	32	28
Successful	33	43	24
Marginal	55	27	18
Unacceptable	100	0	0
Not Rated	42	35	23

20. Under the present system, it is possible to motivate NRaD employees with financial awards.

	Disagree %	Neutral %	Agree %
Male	29	28	43
Female	36	23	41
Min	28	25	47
Non Min	31	27	42
Non Sup	30	28	41
Years as Supervisor:			
<3 years	33	31	36
3-10 years	30	20	50
>10 years	30	19	51
APS Status:			
DP	31	28	41
DT	24	28	47
DA	33	19	48
DS	28	30	43
DG	35	25	41
Rating Received:			
Outstanding	29	28	43
Superior	30	25	45
Successful	35	28	37
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	11	49	41
Rating Believed Earned:			
Outstanding	32	29	40
Superior	30	25	45
Successful	30	31	39
Marginal	36	27	36
Unacceptable	100	0	0
Not Rated	28	31	41

21. Bonus points are an effective reward for job performance above the "successful" level.

	Disagree %	Neutral %	Agree %
Male	23	25	52
Female	24	20	56
Min	24	20	55
Non Min	23	24	53
Non Sup	24	23	53
Years as Supervisor:			
<3 years	27	18	56
3-10 years	32	18	50
>10 years	17	26	57
APS Status:			
DP	25	24	51
DT	20	21	59
DA	30	17	53
DS	20	26	54
DG	21	20	58
Rating Received:			
Outstanding	23	22	56
Superior	21	24	55
Successful	32	25	43
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	8	37	55
Rating Believed Earned:			
Outstanding	24	24	53
Superior	23	23	54
Successful	28	29	43
Marginal	27	27	45
Unacceptable	0	0	100
Not Rated	26	24	50

22. Bonus points provide supervisors with the flexibility needed to reward good job performance when a salary increase is unavailable or inappropriate.

	Disagree %	Neutral %	Agree %
Male	18	23	58
Female	16	22	62
Min	16	26	58
Non Min	18	21	61
Non Sup	18	24	59
Years as Supervisor:			
<3 years	18	22	60
3–10 years	22	21	57
>10 years	11	23	66
APS Status:			
DP	17	24	59
DT	17	19	64
DA	23	19	58
DS	20	24	56
DG	18	19	64
Rating Received:			
Outstanding	16	23	61
Superior	15	21	64
Successful	25	25	50
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	8	37	55
Rating Believed Earned:			
Outstanding	18	22	60
Superior	17	21	62
Successful	20	27	53
Marginal	27	36	36
Unacceptable	100	0	0
Not Rated	17	31	52

23. The majority of my work is encompassed within my performance objectives.

	Disagree %	Neutral %	Agree %
Male	14	16	70
Female	16	17	66
Min	16	15	69
Non Min	14	17	69
Non Sup	15	17	68
Years as Supervisor:			
<3 years	22	16	62
3-10 years	14	17	68
>10 years	13	2	85
APS Status:			
DP	14	15	71
DT	15	22	64
DA	21	15	64
DS	13	24	63
DG	17	17	66
Rating Received:			
Outstanding	16	15	69
Superior	12	16	72
Successful	19	19	62
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	0	29	71
Rating Believed Earned:			
Outstanding	16	14	69
Superior	12	18	70
Successful	18	18	64
Marginal	27	27	45
Unacceptable	100	0	0
Not Rated	13	19	67

24. Employees feel they can't trust this organization (NRaD).

	Disagree %	Neutral %	Agree %
Male	33	36	31
Female	26	37	36
Min	29	36	35
Non Min	32	37	31
Non Sup	30	37	33
Years as Supervisor:			
<3 years	36	31	33
3-10 years	36	33	31
>10 years	38	32	30
APS Status:			
DP	34	37	30
DT	25	39	36
DA	24	30	45
DS	21	43	36
DG	27	39	35
Rating Received:			
Outstanding	34	40	27
Superior	33	36	31
Successful	24	35	41
Marginal	33	0	67
Unacceptable	0	100	0
Not Rated	55	26	18
Rating Believed Earned:			
Outstanding	33	36	31
Superior	29	36	35
Successful	29	39	32
Marginal	27	27	45
Unacceptable	0	0	0
Not Rated	41	33	27

25. Promotions are fair and impartial at NRaD.

	Disagree %	Neutral %	Agree %
Male	47	36	17
Female	60	31	9
Min	61	24	14
Non Min	48	37	15
Non Sup	52	35	13
Years as Supervisor:			
<3 years	49	33	18
3-10 years	58	24	18
>10 years	36	34	30
APS Status:			
DP	43	39	18
DT	65	26	9
DA	73	20	7
DS	67	30	4
DG	63	29	9
Rating Received:			
Outstanding	52	32	16
Superior	51	34	15
Successful	58	31	11
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	24	68	8
Rating Believed Earned:			
Outstanding	58	29	14
Superior	51	34	14
Successful	46	42	13
Marginal	64	18	18
Unacceptable	100	0	0
Not Rated	44	42	14

26. Performance ratings at NRaD are given in a fair, impartial manner.

	Disagree %	Neutral %	Agree %
Male	35	35	30
Female	43	34	23
Min	48	27	25
Non Min	34	37	29
Non Sup	41	35	24
Years as Supervisor:			
<3 years	20	53	27
3–10 years	28	25	47
>10 years	23	28	49
APS Status:			
DP	31	36	33
DT	49	32	19
DA	56	25	19
DS	57	31	11
DG	45	34	21
Rating Received:			
Outstanding	27	35	38
Superior	37	36	27
Successful	52	30	18
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	11	68	22
Rating Believed Earned:			
Outstanding	36	34	31
Superior	42	33	26
Successful	33	44	24
Marginal	55	18	27
Unacceptable	100	0	0
Not Rated	36	38	26

27. In general, disciplinary actions taken at NRaD are fair and justified.

	Disagree %	Neutral %	Agree %
Male	10	63	28
Female	20	54	26
Min	18	58	24
Non Min	11	60	29
Non Sup	13	63	23
Years as Supervisor:			
<3 years	11	55	34
3–10 years	11	46	43
>10 years	17	38	45
APS Status:			
DP	9	62	29
DT	19	65	16
DA	26	49	25
DS	20	61	19
DG	17	55	28
Rating Received:			
Outstanding	12	53	34
Superior	11	62	27
Successful	19	61	20
Marginal	33	33	33
Unacceptable	0	100	0
Not Rated	0	73	27
Rating Believed Earned:			
Outstanding	13	57	30
Superior	13	61	26
Successful	13	64	23
Marginal	18	73	9
Unacceptable	0	100	0
Not Rated	16	61	23

28. Favoritism is a problem at NRaD.

	Disagree %	Neutral %	Agree %
Male	18	37	46
Female	14	30	56
Min	13	30	57
Non Min	18	36	46
Non Sup	15	34	51
Years as Supervisor:			
<3 years	16	36	49
3-10 years	20	32	49
>10 years	32	36	32
APS Status:			
DP	19	37	44
DT	12	27	61
DA	10	29	60
DS	11	26	63
DG	12	31	58
Rating Received:			
Outstanding	19	39	42
Superior	17	33	50
Successful	12	32	56
Marginal	67	0	33
Unacceptable	100	0	0
Not Rated	14	57	30
Rating Believed Earned:			
Outstanding	15	36	49
Superior	17	32	52
Successful	15	43	42
Marginal	18	18	64
Unacceptable	0	0	100
Not Rated	17	34	49

29. I respect and have confidence in my coworkers.

	Disagree %	Neutral %	Agree %
Male	6	16	78
Female	5	21	74
Min	10	26	64
Non Min	4	16	81
Non Sup	6	19	75
Years as Supervisor:			
<3 years	0	20	80
3-10 years	3	12	86
>10 years	6	6	87
APS Status:			
DP	3	13	84
DT	7	22	72
DA	10	20	70
DS	6	39	56
DG	12	24	64
Rating Received:			
Outstanding	4	15	81
Superior	4	17	79
Successful	8	23	70
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	8	5	86
Rating Believed Earned:			
Outstanding	5	19	76
Superior	5	16	78
Successful	4	20	75
Marginal	18	18	64
Unacceptable	0	0	100
Not Rated	5	16	79

30. I feel I can trust my immediate supervisor.

	Disagree %	Neutral %	Agree %
Male	15	15	69
Female	17	16	67
Min	23	16	61
Non Min	14	15	71
Non Sup	17	15	67
Years as Supervisor:			
<3 years	11	16	73
3-10 years	13	12	75
>10 years	11	13	77
APS Status:			
DP	13	15	72
DT	19	15	66
DA	31	14	56
DS	20	11	69
DG	23	17	60
Rating Received:			
Outstanding	12	11	77
Superior	14	17	69
Successful	26	18	56
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	5	8	86
Rating Believed Earned:			
Outstanding	18	15	67
Superior	17	15	67
Successful	13	21	67
Marginal	9	18	73
Unacceptable	0	0	100
Not Rated	17	6	77

31. I feel I can trust my division head.

	Disagree %	Neutral %	Agree %
Male	21	23	56
Female	26	24	50
Min	30	25	46
Non Min	20	23	57
Non Sup	25	24	51
Years as Supervisor:			
<3 years	9	18	73
3-10 years	16	20	64
>10 years	11	20	68
APS Status:			
DP	19	22	59
DT	29	20	51
DA	38	22	41
DS	33	13	54
DG	22	31	47
Rating Received:			
Outstanding	15	20	65
Superior	22	24	53
Successful	32	26	42
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	8	8	84
Rating Believed Earned:			
Outstanding	19	22	58
Superior	26	24	50
Successful	24	26	50
Marginal	18	18	64
Unacceptable	0	0	100
Not Rated	23	14	63

32. I feel I can trust my department head.

	Disagree %	Neutral %	Agree %
Male	19	41	40
Female	23	39	38
Min	23	40	42
Non Min	23	45	32
Non Sup	22	42	36
Years as Supervisor:			
<3 years	11	47	42
3–10 years	20	30	50
>10 years	11	28	61
APS Status:			
DP	16	42	42
DT	29	40	31
DA	35	37	28
DS	30	33	37
DG	24	42	35
Rating Received:			
Outstanding	17	38	46
Superior	20	40	40
Successful	29	46	25
Marginal	0	33	67
Unacceptable	0	0	100
Not Rated	13	24	63
Rating Believed Earned:			
Outstanding	18	39	42
Superior	23	42	35
Successful	24	43	32
Marginal	18	45	36
Unacceptable	100	0	0
Not Rated	21	32	47

33. I feel I can trust top NRaD management.

	Disagree %	Neutral %	Agree %
Male	28	43	29
Female	32	47	21
Min	29	45	26
Non Min	30	44	26
Non Sup	30	45	25
Years as Supervisor:			
<3 years	31	51	18
3-10 years	33	34	33
>10 years	28	34	38
APS Status:			
DP	28	43	29
DT	33	49	17
DA	42	38	20
DS	44	37	19
DG	26	51	23
Rating Received:			
Outstanding	32	42	26
Superior	27	45	28
Successful	35	46	19
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	18	47	34
Rating Believed Earned:			
Outstanding	29	45	26
Superior	30	45	26
Successful	30	48	22
Marginal	45	36	18
Unacceptable	0	100	0
Not Rated	34	38	28

34. Work output is high in my work group.

	Disagree %	Neutral %	Agree %
Male	8	15	77
Female	4	15	81
Min	9	17	74
Non Min	6	14	80
Non Sup	7	16	76
Years as Supervisor:			
<3 years	4	7	89
3-10 years	4	3	93
>10 years	9	17	74
APS Status:			
DP	6	14	80
DT	7	16	77
DA	10	13	76
DS	7	20	72
DG	8	17	75
Rating Received:			
Outstanding	4	10	86
Superior	6	15	79
Successful	9	19	71
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	8	59	32
Rating Believed Earned:			
Outstanding	6	11	83
Superior	6	16	79
Successful	11	21	68
Marginal	9	27	64
Unacceptable	0	0	100
Not Rated	6	20	73

35. The work accomplished by my work group is important to the Navy.

	Disagree %	Neutral %	Agree %
Male	4	11	85
Female	3	11	86
Min	2	10	88
Non Min	4	11	85
Non Sup	5	12	84
Years as Supervisor:			
<3 years	2	7	91
3-10 years	1	5	93
>10 years	2	6	91
APS Status:			
DP	4	11	85
DT	5	12	83
DA	5	10	85
DS	4	9	87
DG	3	12	85
Rating Received:			
Outstanding	1	9	90
Superior	3	11	86
Successful	6	13	80
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	3	18	79
Rating Believed Earned:			
Outstanding	2	9	90
Superior	3	11	86
Successful	8	14	78
Marginal	9	36	55
Unacceptable	0	0	100
Not Rated	7	16	77

36. My work group is well-managed.

	Disagree %	Neutral %	Agree %
Male	16	27	57
Female	21	19	60
Min	23	22	55
Non Min	16	26	58
Non Sup	20	26	53
Years as Supervisor:			
<3 years	9	18	73
3–10 years	7	17	76
>10 years	17	11	72
APS Status:			
DP	14	25	61
DT	19	21	60
DA	29	21	51
DS	24	24	52
DG	27	23	50
Rating Received:			
Outstanding	11	20	69
Superior	16	25	60
Successful	27	29	44
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	13	18	68
Rating Believed Earned:			
Outstanding	17	21	62
Superior	17	26	57
Successful	22	28	50
Marginal	27	27	45
Unacceptable	0	0	100
Not Rated	18	18	63

37. All in all, I am satisfied with my work group.

	Disagree %	Neutral %	Agree %
Male	13	21	67
Female	14	20	66
Min	15	24	61
Non Min	12	19	69
Non Sup	14	23	64
Years as Supervisor:			
<3 years	7	16	78
3-10 years	5	14	80
>10 years	13	11	77
APS Status:			
DP	10	20	70
DT	9	23	68
DA	22	19	59
DS	20	19	61
DG	20	22	58
Rating Received:			
Outstanding	7	16	77
Superior	12	19	69
Successful	19	27	54
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	11	19	70
Rating Believed Earned:			
Outstanding	12	18	70
Superior	13	20	67
Successful	16	25	59
Marginal	18	27	55
Unacceptable	0	0	100
Not Rated	8	23	68

38. Sexist remarks are avoided in my work group.

	Disagree %	Neutral %	Agree %
Male	6	16	78
Female	8	14	78
Min	9	22	68
Non Min	6	12	82
Non Sup	7	17	76
Years as Supervisor:			
<3 years	2	2	96
3-10 years	5	8	87
>10 years	9	6	85
APS Status:			
DP	4	13	83
DT	7	20	73
DA	13	15	72
DS	9	24	67
DG	8	16	76
Rating Received:			
Outstanding	5	12	83
Superior	6	12	82
Successful	8	21	71
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	8	8	84
Rating Believed Earned:			
Outstanding	6	13	81
Superior	6	15	79
Successful	8	20	73
Marginal	9	18	73
Unacceptable	0	0	100
Not Rated	6	12	82

39. Racist remarks are avoided in my work group.

	Disagree %	Neutral %	Agree %
Male	3	12	85
Female	6	12	81
Min	10	19	72
Non Min	2	10	88
Non Sup	4	14	81
Years as Supervisor:			
<3 years	0	4	96
3-10 years	3	4	93
>10 years	2	2	96
APS Status:			
DP	3	9	89
DT	5	19	76
DA	9	15	76
DS	6	22	72
DG	5	15	79
Rating Received:			
Outstanding	3	8	89
Superior	4	11	85
Successful	5	18	77
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	3	5	92
Rating Believed Earned:			
Outstanding	3	12	85
Superior	5	13	82
Successful	4	13	84
Marginal	0	0	100
Unacceptable	0	0	100
Not Rated	5	7	88

40. I feel free to report instances of sex discrimination or sexual harassment within NRaD.

	Disagree %	Neutral %	Agree %
Male	4	19	77
Female	14	20	66
Min	8	22	70
Non Min	7	18	75
Non Sup	8	21	71
Years as Supervisor:			
<3 years	2	16	82
3-10 years	5	13	81
>10 years	6	6	87
APS Status:			
DP	5	17	78
DT	9	27	64
DA	21	17	62
DS	7	31	61
DG	11	21	68
Rating Received:			
Outstanding	6	16	78
Superior	7	21	71
Successful	12	21	67
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	3	11	86
Rating Believed Earned:			
Outstanding	7	19	74
Superior	9	22	70
Successful	7	17	76
Marginal	9	18	73
Unacceptable	0	0	100
Not Rated	10	14	76

41. I feel free to report instances of racial discrimination within NRaD.

	Disagree %	Neutral %	Agree %
Male	5	20	76
Female	14	23	63
Min	12	25	63
Non Min	6	19	75
Non Sup	9	22	69
Years as Supervisor:			
<3 years	7	16	78
3–10 years	5	14	81
>10 years	6	4	89
APS Status:			
DP	5	17	78
DT	9	31	59
DA	22	23	56
DS	9	28	63
DG	14	23	63
Rating Received:			
Outstanding	7	16	77
Superior	8	21	71
Successful	12	24	64
Marginal	0	33	67
Unacceptable	0	0	100
Not Rated	3	13	84
Rating Believed Earned:			
Outstanding	8	18	74
Superior	10	23	67
Successful	5	22	73
Marginal	0	27	73
Unacceptable	0	0	100
Not Rated	11	16	73

42. At NRaD, conflicts between work groups hinder work accomplishments.

	Disagree %	Neutral %	Agree %
Male	21	34	45
Female	16	29	56
Min	16	32	53
Non Min	21	32	47
Non Sup	20	32	47
Years as Supervisor:			
<3 years	11	27	62
3–10 years	14	26	59
>10 years	19	34	47
APS Status:			
DP	21	31	48
DT	22	38	41
DA	14	29	57
DS	17	26	57
DG	15	35	50
Rating Received:			
Outstanding	16	31	53
Superior	21	33	46
Successful	20	32	48
Marginal	33	0	67
Unacceptable	0	100	0
Not Rated	21	39	41
Rating Believed Earned:			
Outstanding	17	28	55
Superior	20	33	47
Successful	25	35	40
Marginal	36	18	45
Unacceptable	0	100	0
Not Rated	16	40	45

43. The ability to manage is restricted by unnecessary rules and regulations.

	Disagree %	Neutral %	Agree %
Male	17	38	45
Female	20	37	43
Min	18	38	44
Non Min	18	38	44
Non Sup	18	41	41
Years as Supervisor:			
<3 years	11	27	62
3-10 years	17	28	55
>10 years	13	26	62
APS Status:			
DP	15	35	49
DT	20	46	34
DA	27	38	35
DS	9	41	50
DG	24	43	33
Rating Received:			
Outstanding	15	34	51
Superior	16	39	45
Successful	23	40	37
Marginal	67	0	33
Unacceptable	100	0	0
Not Rated	16	59	24
Rating Believed Earned:			
Outstanding	16	35	48
Superior	17	39	44
Successful	22	42	36
Marginal	36	45	18
Unacceptable	0	100	0
Not Rated	19	44	37

44. Internal communications within NRaD, such as electronic mail messages, notices, and the Outlook, are adequate for my needs.

	Disagree %	Neutral %	Agree %
Male	11	11	77
Female	14	11	75
Min	12	13	75
Non Min	12	10	77
Non Sup	12	11	77
Years as Supervisor:			
<3 years	18	13	69
3-10 years	12	11	78
>10 years	11	4	85
APS Status:			
DP	11	10	80
DT	16	9	74
DA	17	11	72
DS	13	19	69
DG	14	12	74
Rating Received:			
Outstanding	15	12	73
Superior	11	10	80
Successful	13	13	74
Marginal	0	0	100
Unacceptable	0	0	100
Not Rated	3	8	89
Rating Believed Earned:			
Outstanding	12	12	76
Superior	11	11	78
Successful	12	9	79
Marginal	18	27	55
Unacceptable	0	0	100
Not Rated	12	10	78

45. Personnel actions (e.g., transfers, promotions) move through the system with a minimum of internal delays.

	Disagree %	Neutral %	Agree %
Male	27	48	25
Female	39	37	23
Min	33	42	25
Non Min	30	45	24
Non Sup	29	48	23
Years as Supervisor:			
<3 years	36	40	24
3-10 years	49	31	20
>10 years	36	26	38
APS Status:			
DP	31	45	24
DT	31	53	16
DA	32	44	24
DS	35	43	22
DG	32	42	26
Rating Received:			
Outstanding	43	32	25
Superior	30	44	26
Successful	28	53	19
Marginal	0	33	67
Unacceptable	0	100	0
Not Rated	18	63	18
Rating Believed Earned:			
Outstanding	40	25	35
Superior	30	24	46
Successful	22	21	57
Marginal	9	27	64
Unacceptable	0	0	100
Not Rated	33	47	20

46. The Personnel Department keeps employees informed about personnel policies and what they mean.

	Disagree %	Neutral %	Agree %
Male	32	36	32
Female	36	36	28
Min	31	33	36
Non Min	33	37	30
Non Sup	32	37	31
Years as Supervisor:			
<3 years	33	42	24
3-10 years	41	36	24
>10 years	32	26	43
APS Status:			
DP	33	34	33
DT	24	51	24
DA	32	47	22
DS	44	24	31
DG	33	36	31
Rating Received:			
Outstanding	33	36	31
Superior	32	35	33
Successful	36	35	29
Marginal	0	67	33
Unacceptable	0	0	100
Not Rated	16	51	32
Rating Believed Earned:			
Outstanding	35	36	29
Superior	33	36	31
Successful	30	35	35
Marginal	9	55	36
Unacceptable	100	0	0
Not Rated	28	37	35

47. I am given adequate opportunity to participate in training and development programs.

	Disagree %	Neutral %	Agree %
Male	23	19	58
Female	21	22	58
Min	33	21	46
Non Min	18	19	63
Non Sup	24	20	55
Years as Supervisor:			
<3 years	16	20	64
3-10 years	21	11	68
>10 years	11	17	72
APS Status:			
DP	20	17	63
DT	27	30	43
DA	26	22	52
DS	30	24	46
DG	27	21	52
Rating Received:			
Outstanding	14	19	68
Superior	23	17	60
Successful	29	23	47
Marginal	0	33	67
Unacceptable	0	0	100
Not Rated	13	13	73
Rating Believed Earned:			
Outstanding	17	19	64
Superior	24	20	57
Successful	23	21	56
Marginal	36	36	27
Unacceptable	0	0	100
Not Rated	31	13	55

48. The training I received on the Alternate Personnel System (APS) was adequate.

	Disagree %	Neutral %	Agree %
Male	27	42	31
Female	29	42	29
Min	32	51	17
Non Min	26	39	35
Non Sup	30	44	26
Years as Supervisor:			
<3 years	22	40	38
3-10 years	30	26	45
>10 years	4	29	67
APS Status:			
DP	25	38	37
DT	34	51	15
DA	38	41	21
DS	35	46	19
DG	31	48	21
Rating Received:			
Outstanding	26	38	36
Superior	27	41	33
Successful	31	48	21
Marginal	0	100	0
Unacceptable	0	100	0
Not Rated	31	50	19
Rating Believed Earned:			
Outstanding	28	40	32
Superior	27	44	29
Successful	26	49	25
Marginal	27	36	36
Unacceptable	100	0	0
Not Rated	34	39	26

49. There are adequate programs at NRaD that focus on the development of future supervisors.

	Disagree %	Neutral %	Agree %
Male	41	39	20
Female	37	46	17
Min	37	39	24
Non Min	41	42	17
Non Sup	38	44	18
Years as Supervisor:			
<3 years	44	40	16
3-10 years	50	24	26
>10 years	53	21	26
APS Status:			
DP	43	36	21
DT	38	51	11
DA	38	44	18
DS	43	50	7
DG	25	55	19
Rating Received:			
Outstanding	41	38	21
Superior	43	37	20
Successful	37	48	15
Marginal	33	33	33
Unacceptable	0	100	0
Not Rated	24	46	30
Rating Believed Earned:			
Outstanding	44	36	19
Superior	41	39	20
Successful	31	51	18
Marginal	27	55	18
Unacceptable	100	0	0
Not Rated	40	45	15

50. Supervisors who take the time to develop their subordinates' knowledge, skills, and abilities receive recognition.

	Disagree %	Neutral %	Agree %
Male	31	17	52
Female	31	55	14
Min	32	51	17
Non Min	30	53	17
Non Sup	29	56	16
Years as Supervisor:			
<3 years	31	53	16
3-10 years	43	36	21
>10 years	45	36	19
APS Status:			
DP	34	49	17
DT	22	64	15
DA	32	56	13
DS	26	61	13
DG	21	61	18
Rating Received:			
Outstanding	32	52	16
Superior	30	53	17
Successful	30	57	14
Marginal	33	0	67
Unacceptable	0	100	0
Not Rated	19	62	19
Rating Believed Earned:			
Outstanding	31	52	18
Superior	30	55	15
Successful	28	56	16
Marginal	45	36	18
Unacceptable	100	0	0
Not Rated	28	54	17

51. My supervisor encourages subordinates to participate in important decisions.

	Disagree %	Neutral %	Agree %
Male	23	23	54
Female	23	22	55
Min	30	25	46
Non Min	21	22	57
Non Sup	25	24	51
Years as Supervisor:			
<3 years	27	18	56
3-10 years	20	12	68
>10 years	11	19	70
APS Status:			
DP	20	21	58
DT	27	34	39
DA	30	22	49
DS	28	25	47
DG	32	23	46
Rating Received:			
Outstanding	13	21	65
Superior	23	23	54
Successful	34	28	38
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	19	16	65
Rating Believed Earned:			
Outstanding	21	22	57
Superior	24	23	53
Successful	25	28	48
Marginal	36	18	45
Unacceptable	100	0	0
Not Rated	26	28	46

52. My supervisor discusses with me the specific reasons for the performance rating I receive.

	Disagree %	Neutral %	Agree %
Male	21	22	57
Female	21	16	63
Min	23	25	52
Non Min	20	19	61
Non Sup	23	21	56
Years as Supervisor:			
<3 years	18	22	60
3-10 years	20	17	63
>10 years	19	15	66
APS Status:			
DP	22	22	56
DT	16	20	64
DA	25	13	63
DS	32	9	58
DG	21	20	59
Rating Received:			
Outstanding	11	16	72
Superior	19	22	59
Successful	36	21	42
Marginal	0	0	100
Unacceptable	0	0	100
Not Rated	8	31	61
Rating Believed Earned:			
Outstanding	20	19	62
Superior	22	22	56
Successful	21	25	54
Marginal	55	0	45
Unacceptable	100	0	0
Not Rated	26	18	56

53. My supervisor is competent in his/her relations with the people in this work group.

	Disagree %	Neutral %	Agree %
Male	16	20	64
Female	20	19	61
Min	24	22	54
Non Min	15	19	66
Non Sup	18	20	62
Years as Supervisor:			
<3 years	11	24	64
3-10 years	18	13	68
>10 years	11	15	74
APS Status:			
DP	14	21	66
DT	20	23	57
DA	29	14	57
DS	21	11	68
DG	25	22	53
Rating Received:			
Outstanding	12	18	70
Superior	16	23	61
Successful	26	19	56
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	13	8	79
Rating Believed Earned:			
Outstanding	19	19	62
Superior	17	22	60
Successful	18	14	68
Marginal	27	27	45
Unacceptable	0	100	0
Not Rated	18	17	65

54. My supervisor considers the performance rating of subordinates to be an important part of his/her duties.

	Disagree %	Neutral %	Agree %
Male	13	31	55
Female	11	32	58
Min	15	33	52
Non Min	12	31	57
Non Sup	14	33	53
Years as Supervisor:			
<3 years	9	31	60
3-10 years	5	25	70
>10 years	9	23	68
APS Status:			
DP	12	29	59
DT	15	38	47
DA	24	30	46
DS	15	42	43
DG	11	33	57
Rating Received:			
Outstanding	7	20	73
Superior	11	37	52
Successful	23	32	45
Marginal	0	33	67
Unacceptable	0	0	100
Not Rated	5	38	57
Rating Believed Earned:			
Outstanding	9	31	60
Superior	15	32	53
Successful	13	32	55
Marginal	36	18	45
Unacceptable	100	0	0
Not Rated	17	48	35

55. My supervisor is aware of the most important aspects of my work.

	Disagree %	Neutral %	Agree %
Male	16	16	68
Female	18	15	67
Min	21	19	61
Non Min	15	15	70
Non Sup	18	16	65
Years as Supervisor:			
<3 years	9	18	73
3-10 years	22	11	67
>10 years	4	19	77
APS Status:			
DP	15	17	68
DT	19	14	68
DA	28	13	59
DS	17	21	62
DG	19	12	69
Rating Received:			
Outstanding	14	9	77
Superior	15	18	68
Successful	26	17	57
Marginal	0	33	67
Unacceptable	0	0	100
Not Rated	11	11	78
Rating Believed Earned:			
Outstanding	18	13	70
Superior	17	18	65
Successful	16	16	68
Marginal	9	18	73
Unacceptable	100	0	0
Not Rated	24	10	66

56. My supervisor rates my performance in a fair, impartial manner.

	Disagree %	Neutral %	Agree %
Male	13	25	62
Female	17	23	60
Min	20	27	53
Non Min	13	23	64
Non Sup	17	24	59
Years as Supervisor:			
<3 years	11	22	67
3-10 years	11	24	66
>10 years	6	23	70
APS Status:			
DP	12	26	63
DT	12	30	58
DA	27	20	52
DS	21	23	57
DG	24	20	56
Rating Received:			
Outstanding	5	17	78
Superior	14	26	59
Successful	27	29	44
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	3	25	72
Rating Believed Earned:			
Outstanding	16	19	64
Superior	16	28	56
Successful	13	28	59
Marginal	18	36	45
Unacceptable	100	0	0
Not Rated	14	21	65

57. I receive sufficient feedback from my supervisor to help me improve my performance.

	Disagree %	Neutral %	Agree %
Male	24	28	48
Female	22	24	53
Min	27	28	44
Non Min	22	26	52
Non Sup	26	26	48
Years as Supervisor:			
<3 years	24	22	53
3-10 years	15	33	52
>10 years	13	26	62
APS Status:			
DP	22	29	50
DT	24	30	46
DA	33	17	50
DS	25	32	43
DG	28	21	50
Rating Received:			
Outstanding	12	23	66
Superior	22	30	48
Successful	38	28	34
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	11	22	68
Rating Believed Earned:			
Outstanding	21	24	55
Superior	25	28	47
Successful	25	33	42
Marginal	27	27	45
Unacceptable	100	0	0
Not Rated	25	24	51

58. The use of APS performance objectives helps me to understand better what is expected of me on my job.

	Disagree %	Neutral %	Agree %
Male	23	31	45
Female	21	29	50
Min	19	29	52
Non Min	23	31	46
Non Sup	24	29	48
Years as Supervisor:			
<3 years	18	44	38
3–10 years	17	38	45
>10 years	21	34	45
APS Status:			
DP	22	33	45
DT	20	28	51
DA	32	18	49
DS	25	32	43
DG	20	27	52
Rating Received:			
Outstanding	18	37	46
Superior	21	30	49
Successful	31	28	42
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	16	35	49
Rating Believed Earned:			
Outstanding	21	34	45
Superior	22	30	48
Successful	28	30	42
Marginal	27	36	36
Unacceptable	100	0	0
Not Rated	27	24	49

59. I believe that the performance rating appeal process provides an adequate means for correcting inequities in those ratings.

	Disagree %	Neutral %	Agree %
Male	20	51	29
Female	23	50	28
Min	24	47	29
Non Min	19	52	29
Non Sup	23	53	24
Years as Supervisor:			
<3 years	13	53	33
3-10 years	16	41	43
>10 years	13	28	60
APS Status:			
DP	20	48	31
DT	22	61	18
DA	25	44	31
DS	34	55	11
DG	20	53	28
Rating Received:			
Outstanding	13	49	39
Superior	20	49	31
Successful	35	49	16
Marginal	0	67	33
Unacceptable	0	100	0
Not Rated	3	78	19
Rating Believed Earned:			
Outstanding	18	33	49
Superior	22	28	50
Successful	27	22	52
Marginal	18	18	64
Unacceptable	100	0	0
Not Rated	23	52	24

60. I prefer the APS performance appraisal system to the standard civil service performance appraisal system.

	Disagree %	Neutral %	Agree %
Male	9	40	50
Female	14	42	44
Min	14	46	40
Non Min	9	39	52
Non Sup	12	45	43
Years as Supervisor:			
<3 years	2	42	56
3–10 years	7	23	71
>10 years	0	19	81
APS Status:			
DP	6	39	55
DT	18	41	42
DA	22	38	40
DS	21	48	31
DG	13	53	34
Rating Received:			
Outstanding	6	35	59
Superior	9	38	53
Successful	17	48	35
Marginal	33	67	0
Unacceptable	0	100	0
Not Rated	3	67	30
Rating Believed Earned:			
Outstanding	9	36	55
Superior	11	41	48
Successful	13	46	40
Marginal	9	55	36
Unacceptable	0	100	0
Not Rated	10	50	40

61. APS classification procedures require significantly less paperwork for supervisors than the standard civil service system procedures.

	Disagree %	Neutral %	Agree %
Male	4	69	28
Female	6	72	23
Min	6	72	22
Non Min	4	69	28
Non Sup	5	74	21
Years as Supervisor:			
<3 years	2	64	34
3-10 years	7	58	35
>10 years	0	28	72
APS Status:			
DP	4	66	30
DT	3	82	15
DA	8	64	28
DS	7	83	9
DG	5	77	17
Rating Received:			
Outstanding	3	59	38
Superior	5	70	25
Successful	6	78	15
Marginal	0	100	0
Unacceptable	0	0	100
Not Rated	0	85	15
Rating Believed Earned:			
Outstanding	4	62	34
Superior	6	73	22
Successful	4	79	16
Marginal	0	80	20
Unacceptable	0	100	0
Not Rated	3	75	22

62. The APS classification system is easier to understand and use than the standard civil service classification system.

	Disagree %	Neutral %	Agree %
Male	10	56	34
Female	11	65	24
Min	13	58	29
Non Min	9	59	33
Non Sup	11	62	27
Years as Supervisor:			
<3 years	7	58	36
3-10 years	8	57	35
>10 years	9	19	72
APS Status:			
DP	8	55	37
DT	12	66	22
DA	14	58	28
DS	20	69	11
DG	12	71	17
Rating Received:			
Outstanding	7	50	43
Superior	10	59	32
Successful	14	64	21
Marginal	0	67	33
Unacceptable	0	0	100
Not Rated	3	88	9
Rating Believed Earned:			
Outstanding	10	53	36
Superior	11	60	29
Successful	8	66	26
Marginal	0	70	30
Unacceptable	0	100	0
Not Rated	9	64	27

63. I prefer the APS classification system to the standard civil service classification system.

	Disagree %	Neutral %	Agree %
Male	9	39	51
Female	13	47	40
Min	15	48	38
Non Min	9	39	51
Non Sup	12	45	43
Years as Supervisor:			
<3 years	4	47	49
3-10 years	7	30	63
>10 years	2	15	83
APS Status:			
DP	7	37	56
DT	16	42	42
DA	17	48	35
DS	25	51	25
DG	12	56	32
Rating Received:			
Outstanding	5	36	59
Superior	9	39	52
Successful	17	49	34
Marginal	0	67	33
Unacceptable	0	0	100
Not Rated	3	76	21
Rating Believed Earned:			
Outstanding	10	38	53
Superior	11	40	48
Successful	10	50	39
Marginal	0	60	40
Unacceptable	0	0	100
Not Rated	10	56	34

64. The APS allows NRaD to be more competitive in recruiting new employees by offering higher starting salaries.

	Disagree %	Neutral %	Agree %
Male	6	39	55
Female	10	38	51
Min	9	54	37
Non Min	7	53	40
Non Sup	8	56	36
Years as Supervisor:			
<3 years	11	47	42
3-10 years	8	41	51
>10 years	6	36	57
APS Status:			
DP	8	47	45
DT	4	77	19
DA	14	49	37
DS	9	65	26
DG	6	66	27
Rating Received:			
Outstanding	11	45	44
Superior	4	54	42
Successful	10	57	32
Marginal	0	67	33
Unacceptable	0	0	100
Not Rated	9	59	32
Rating Believed Earned:			
Outstanding	9	49	42
Superior	6	54	40
Successful	6	57	37
Marginal	10	60	30
Unacceptable	0	100	0
Not Rated	15	57	28

65. I am more satisfied with the way my pay is determined under the APS than under the standard civil service system.

	Disagree %	Neutral %	Agree %
Male	10	31	59
Female	13	36	50
Min	16	39	45
Non Min	10	30	60
Non Sup	13	36	51
Years as Supervisor:			
<3 years	9	36	56
3-10 years	9	20	71
>10 years	0	13	87
APS Status:			
DP	7	30	63
DT	21	32	48
DA	22	32	46
DS	28	37	35
DG	14	45	41
Rating Received:			
Outstanding	7	27	66
Superior	9	31	60
Successful	18	40	41
Marginal	0	67	33
Unacceptable	0	0	100
Not Rated	9	68	24
Rating Believed Earned:			
Outstanding	10	27	63
Superior	12	33	55
Successful	13	41	45
Marginal	9	36	55
Unacceptable	0	0	100
Not Rated	8	54	38

66. The incentive of higher pay for better performance under the APS has motivated me to improve my job performance.

	Disagree %	Neutral %	Agree %
Male	22	26	52
Female	22	28	50
Min	18	25	57
Non Min	24	27	49
Non Sup	24	27	49
Years as Supervisor:			
<3 years	18	31	51
3-10 years	19	21	60
>10 years	11	32	57
APS Status:			
DP	20	29	51
DT	34	12	54
DA	27	27	47
DS	26	20	54
DG	25	23	52
Rating Received:			
Outstanding	19	25	56
Superior	19	24	57
Successful	30	32	38
Marginal	33	0	67
Unacceptable	0	0	100
Not Rated	21	32	47
Rating Believed Earned:			
Outstanding	21	23	56
Superior	19	27	53
Successful	29	33	38
Marginal	36	9	55
Unacceptable	0	0	100
Not Rated	26	32	42

67. I have received sufficient information on the APS to understand how it affects me.

	Disagree %	Neutral %	Agree %
Male	23	26	52
Female	28	30	42
Min	30	34	36
Non Min	22	25	53
Non Sup	29	27	44
Years as Supervisor:			
<3 years	11	31	58
3-10 years	12	25	63
>10 years	2	23	74
APS Status:			
DP	20	26	54
DT	28	24	47
DA	29	27	44
DS	20	33	46
DG	42	27	31
Rating Received:			
Outstanding	15	29	55
Superior	24	27	50
Successful	33	27	39
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	38	29	32
Rating Believed Earned:			
Outstanding	22	27	52
Superior	25	27	48
Successful	26	33	41
Marginal	27	9	64
Unacceptable	100	0	0
Not Rated	33	26	41

68. On balance, the APS has not affected me adversely.

	Disagree %	Neutral %	Agree %
Male	9	27	64
Female	12	36	52
Min	15	39	46
Non Min	9	27	64
Non Sup	12	33	56
Years as Supervisor:			
<3 years	7	27	67
3-10 years	5	20	75
>10 years	4	15	81
APS Status:			
DP	7	24	69
DT	11	30	59
DA	22	28	50
DS	24	35	41
DG	12	50	37
Rating Received:			
Outstanding	5	27	67
Superior	8	28	64
Successful	18	35	47
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	0	68	32
Rating Believed Earned:			
Outstanding	10	26	64
Superior	9	32	59
Successful	15	34	52
Marginal	0	18	82
Unacceptable	0	100	0
Not Rated	8	43	49

69. The APS provides a fairer, more equitable system than the standard civil service system.

	Disagree %	Neutral %	Agree %
Male	11	41	48
Female	17	45	38
Min	17	50	33
Non Min	12	39	49
Non Sup	14	45	41
Years as Supervisor:			
<3 years	4	47	49
3-10 years	11	26	63
>10 years	4	23	72
APS Status:			
DP	8	37	55
DT	20	50	30
DA	26	47	28
DS	22	50	28
DG	17	56	27
Rating Received:			
Outstanding	7	39	54
Superior	12	39	49
Successful	19	49	32
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	6	70	24
Rating Believed Earned:			
Outstanding	10	41	48
Superior	14	41	45
Successful	15	46	39
Marginal	0	36	64
Unacceptable	0	0	100
Not Rated	14	53	33

70. I am in favor of the APS.

	Disagree %	Neutral %	Agree %
Male	9	30	61
Female	14	36	51
Min	15	43	43
Non Min	10	28	63
Non Sup	12	35	53
Years as Supervisor:			
<3 years	2	38	60
3-10 years	7	16	78
>10 years	4	11	85
APS Status:			
DP	7	27	67
DT	17	35	48
DA	16	37	47
DS	26	41	33
DG	15	44	41
Rating Received:			
Outstanding	6	25	68
Superior	9	30	61
Successful	17	39	44
Marginal	33	33	33
Unacceptable	0	0	100
Not Rated	6	66	29
Rating Believed Earned:			
Outstanding	10	29	62
Superior	11	31	58
Successful	11	40	49
Marginal	9	36	55
Unacceptable	0	0	100
Not Rated	13	46	42

71. What performance rating did you receive for the 1995–96 APS rating period?

	Out- standing %	Superior %	Successful %	Marginal %	Unaccept- able %	Not Rated Under APS %
Male	21	45	30	0	0	4
Female	30	42	25	0	0	3
Min	21	42	36	1	0	3
Non Min	27	47	26	0	0	3
Non Sup	17	46	33	0	0	4
Years as Supervisor:						
<3 years	60	33	4	0	0	2
3–10 years	49	38	12	0	0	1
>10 years	43	43	15	0	0	0
APS Status:						
DP	24	46	26	0	0	3
DT	15	43	37	0	1	4
DA	30	36	29	1	0	3
DS	26	41	30	0	0	4
DG	23	43	32	0	0	3
Rating Believed Earned:						
Outstanding	61	34	5	0	0	0
Superior	4	69	27	0	0	1
Successful	3	10	87	1	0	3
Marginal	0	18	64	18	0	0
Unacceptable	0	0	100	0	0	0
Not Rated	29	32	38	0	1	0

72. What performance rating do you believe you earned in the 1995–96 APS rating period?

	Out- standing %	Superior %	Successful %	Marginal %	Unaccept- able %	Not Rated Under APS %
Male	30	44	17	1	0	7
Female	40	42	9	0	0	9
Min	32	50	16	2	0	9
Non Min	38	46	16	1	0	6
Non Sup	28	45	17	1	0	8
Years as Supervisor:						
<3 years	69	18	7	0	0	7
3–10 years	49	41	5	0	0	5
>10 years	47	40	2	0	0	11
APS Status:						
DP	32	43	17	1	0	7
DT	29	44	20	0	0	7
DA	35	40	9	2	0	13
DS	37	50	6	0	0	7
DG	39	42	11	1	1	7
Rating Believed Earned:						
Outstanding	85	7	2	0	0	6
Superior	25	67	3	0	0	4
Successful	6	41	44	2	0	7
Marginal	0	0	33	67	0	0
Unacceptable	0	0	0	0	0	100
Not Rated	10	45	45	0	0	0

73. The NRaD TQL Program has improved the way we do business at NRaD.

	Disagree %	Neutral %	Agree %
Male	39	51	9
Female	36	51	13
Min	39	47	14
Non Min	39	52	10
Non Sup	36	53	10
Years as Supervisor:			
<3 years	49	47	5
3-10 years	51	37	12
>10 years	57	31	12
APS Status:			
DP	40	51	10
DT	37	56	7
DA	48	39	13
DS	43	51	6
DG	28	55	17
Rating Received:			
Outstanding	39	50	11
Superior	38	50	12
Successful	41	52	8
Marginal	33	33	33
Unacceptable	0	0	0
Not Rated	10	87	3
Rating Believed Earned:			
Outstanding	40	49	11
Superior	39	51	11
Successful	36	58	6
Marginal	45	9	45
Unacceptable	0	100	0
Not Rated	26	74	0

74. The 5-4/9 alternative work schedule (AWS) has favorably affected my morale at NRaD.

	Disagree %	Neutral %	Agree %
Male	6	15	79
Female	5	15	80
Min	8	22	69
Non Min	5	13	82
Non Sup	6	16	78
Years as Supervisor:			
<3 years	5	21	74
3-10 years	4	8	88
>10 years	5	12	83
APS Status:			
DP	4	11	85
DT	11	27	62
DA	8	17	75
DS	12	24	65
DG	6	18	77
Rating Received:			
Outstanding	4	10	87
Superior	5	16	78
Successful	7	16	78
Marginal	0	33	67
Unacceptable	0	0	0
Not Rated	14	17	69
Rating Believed Earned:			
Outstanding	5	13	82
Superior	5	15	80
Successful	7	16	77
Marginal	9	18	73
Unacceptable	0	0	100
Not Rated	20	17	63

75. My job satisfaction has improved because of the 5-4/9 AWS.

	Disagree %	Neutral %	Agree %
Male	8	23	69
Female	6	24	70
Min	11	28	60
Non Min	6	22	72
Non Sup	8	23	69
Years as Supervisor:			
<3 years	2	35	63
3-10 years	7	22	71
>10 years	10	29	61
APS Status:			
DP	5	20	75
DT	15	35	49
DA	12	27	61
DS	10	41	49
DG	8	18	74
Rating Received:			
Outstanding	5	22	73
Superior	8	23	69
Successful	8	25	67
Marginal	0	33	67
Unacceptable	0	0	0
Not Rated	10	31	59
Rating Believed Earned:			
Outstanding	7	22	71
Superior	8	23	69
Successful	9	24	67
Marginal	9	18	73
Unacceptable	0	0	100
Not Rated	13	33	53

76. Productivity in my work group has increased under the 5-4/9 AWS.

	Disagree %	Neutral %	Agree %
Male	10	49	41
Female	10	47	43
Min	12	45	43
Non Min	9	41	50
Non Sup	9	43	47
Years as Supervisor:			
<3 years	5	51	44
3-10 years	14	34	52
>10 years	12	29	59
APS Status:			
DP	8	41	51
DT	14	46	39
DA	11	45	44
DS	12	41	47
DG	11	36	52
Rating Received:			
Outstanding	9	35	56
Superior	9	40	50
Successful	8	48	43
Marginal	0	43	67
Unacceptable	0	0	0
Not Rated	10	66	24
Rating Believed Earned:			
Outstanding	9	36	55
Superior	9	43	48
Successful	9	47	44
Marginal	9	36	55
Unacceptable	0	0	100
Not Rated	3	76	21

77. I favor NRaD's continuing the 5-4/9 AWS.

	Disagree %	Neutral %	Agree %
Male	5	11	84
Female	4	7	90
Min	8	13	80
Non Min	4	9	88
Non Sup	5	10	85
Years as Supervisor:			
<3 years	0	16	84
3-10 years	7	3	90
>10 years	5	10	85
APS Status:			
DP	4	8	88
DT	6	18	76
DA	9	9	82
DS	4	20	76
DG	4	6	91
Rating Received:			
Outstanding	4	7	90
Superior	5	10	86
Successful	4	11	84
Marginal	0	33	67
Unacceptable	0	0	0
Not Rated	7	14	79
Rating Believed Earned:			
Outstanding	4	9	87
Superior	4	9	87
Successful	4	13	83
Marginal	9	9	82
Unacceptable	0	0	100
Not Rated	7	20	73

78. I don't have problems with my sponsors/customers because of the 5-4/9 AWS.

	Disagree %	Neutral %	Agree %
Male	7	17	76
Female	3	17	80
Min	9	23	68
Non Min	5	15	80
Non Sup	5	18	78
Years as Supervisor:			
<3 years	2	21	77
3-10 years	14	10	77
>10 years	10	20	71
APS Status:			
DP	7	13	80
DT	6	27	67
DA	7	13	80
DS	4	24	73
DG	3	25	73
Rating Received:			
Outstanding	8	12	80
Superior	5	16	79
Successful	4	20	76
Marginal	67	0	33
Unacceptable	0	0	0
Not Rated	14	31	55
Rating Believed Earned:			
Outstanding	7	15	79
Superior	5	15	79
Successful	6	21	74
Marginal	9	9	82
Unacceptable	0	0	100
Not Rated	18	32	50

79. Under the 5-4/9, I have saved sick leave by scheduling doctor and dentist appointments on off-Fridays.

	Disagree %	Neutral %	Agree %
Male	10	21	69
Female	7	14	80
Min	11	24	65
Non Min	8	18	73
Non Sup	10	20	71
Years as Supervisor:			
<3 years	7	21	72
3-10 years	7	15	78
>10 years	5	20	76
APS Status:			
DP	10	17	73
DT	13	26	61
DA	8	19	73
DS	8	25	67
DG	6	14	80
Rating Received:			
Outstanding	8	14	78
Superior	9	21	71
Successful	11	19	70
Marginal	33	0	67
Unacceptable	0	0	0
Not Rated	7	25	68
Rating Believed Earned:			
Outstanding	9	18	74
Superior	8	17	74
Successful	10	23	67
Marginal	30	20	50
Unacceptable	0	0	100
Not Rated	13	23	63

80. I choose to work on my off-Friday without compensation:

	Less than 10% of my off-Fridays	10–40% of my off-Fridays	40–60% of my off-Fridays	60–90% of my off-Fridays	Greater than 90% of my off-Fridays
Male	55	23	14	4	5
Female	66	17	11	2	3
Min	64	15	14	4	3
Non Min	56	22	13	4	5
Non Sup	63	20	10	3	4
Years as Supervisor:					
<3 years	34	17	32	7	10
3–10 years	36	24	23	9	9
>10 years	34	34	22	2	7
APS Status:					
DP	49	27	13	5	6
DT	74	15	8	0	3
DA	75	15	11	0	0
DS	63	13	19	2	4
DG	82	7	9	0	2
Rating Received:					
Outstanding	48	19	18	8	6
Superior	60	22	11	2	4
Successful	61	20	13	2	4
Marginal	33	0	33	33	0
Unacceptable	0	0	0	0	0
Not Rated	71	4	13	4	8
Rating Believed Earned:					
Outstanding	48	19	18	6	8
Superior	63	23	9	3	2
Successful	63	18	13	2	5
Marginal	50	10	30	10	0
Unacceptable	0	100	0	0	0
Not Rated	80	0	12	0	8

V. COMPARISON OF RESPONSES BY THOSE WHO RECEIVED WHAT THEY BELIEVED THEY EARNED TO THOSE WHO BELIEVED THEY EARNED A HIGHER RATING

The percentage agreement of two groups or respondents to questions related to the APS are shown here. The groups are those who received the ratings they believed they earned compared to those who believed they earned a higher rating.

		Received What Believed Earned %	Believed Earned Higher %
58. The use of APS performance objectives helps me to understand better what is expected of me on my job.	DISAGREE AGREE	34 66	24 76
59. I believe that the performance rating appeal process provides an adequate means for correcting inequities in those ratings.	DISAGREE AGREE	43 57	31 69
60. I prefer the APS performance appraisal system to the standard civil service performance appraisal system.	DISAGREE AGREE	12 88	0 100
61. APS classification procedures require significantly less paperwork for supervisors than the standard civil service system procedures.	DISAGREE AGREE	12 88	29 71
62. The APS classification system is easier to understand and use than the standard civil service classification system.	DISAGREE AGREE	23 77	16 84
63. I prefer the APS classification system to the standard civil service classification system.	DISAGREE AGREE	16 84	3 97
64. The APS allows NRaD to be more competitive in recruiting new employees by offering higher starting salaries.	DISAGREE AGREE	17 83	9 91
65. I am more satisfied with the way my pay is determined under the APS than under the standard civil service system.	DISAGREE AGREE	16 84	4 96
66. The incentive of higher pay for better performance under the APS has motivated me to improve my job performance.	DISAGREE AGREE	31 69	17 83
67. I have received sufficient information on the APS to understand how it affects me.	DISAGREE AGREE	44 56	17 83
68. On balance, the APS has not affected me adversely.	DISAGREE AGREE	14 86	6 94
69. The APS provides a fairer, more equitable system than the standard civil service system.	DISAGREE AGREE	23 77	3 97
70. I am in favor of the APS.	DISAGREE AGREE	14 86	2 98

APPENDIX A
HISTOGRAMS OF 1997 SURVEY
RESPONSES, QUESTIONS 1 THROUGH 80

Key for Questions 1–70, 73–79:



1 – Strongly disagree



2 – Disagree



3 – Neutral



4 – Agree



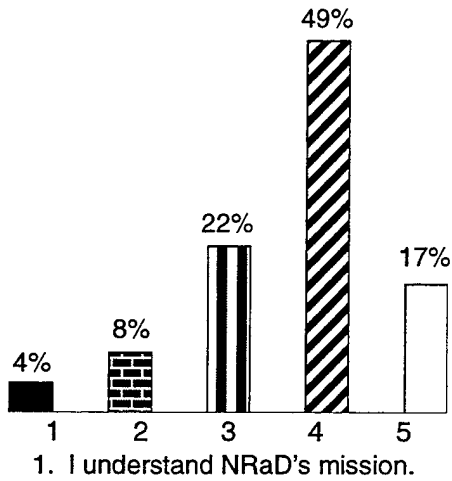
5 – Strongly agree

Key for Questions 71, 72, and 80:

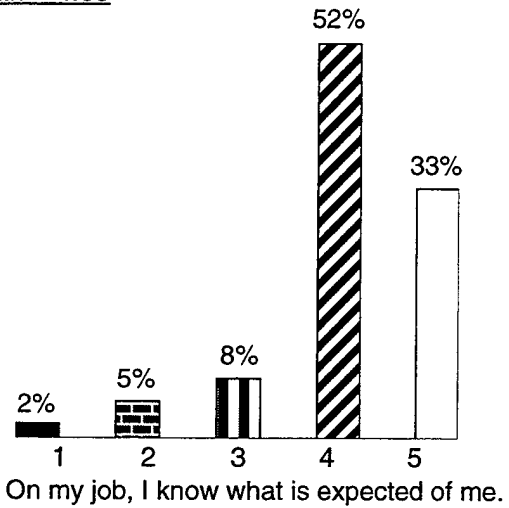


Differences shown using only one shade.

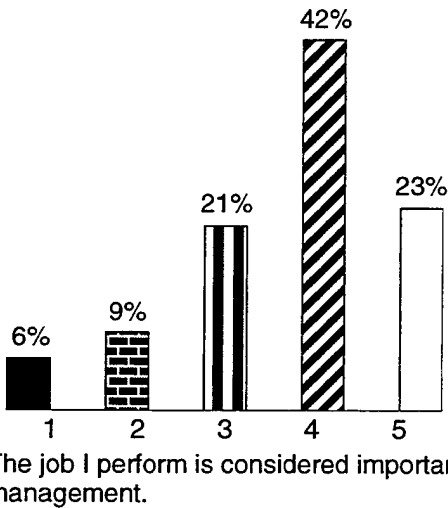
Mean = 3.66



Mean = 4.09



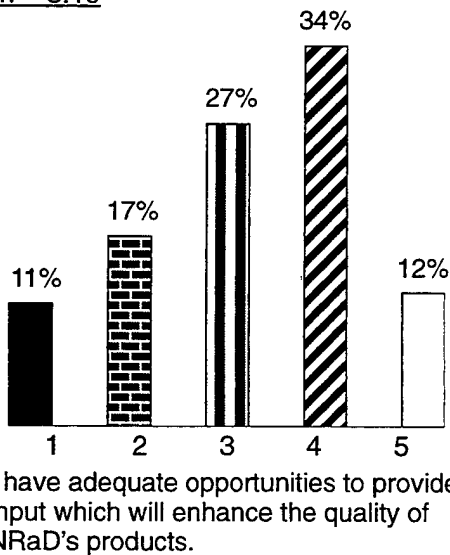
Mean = 3.68



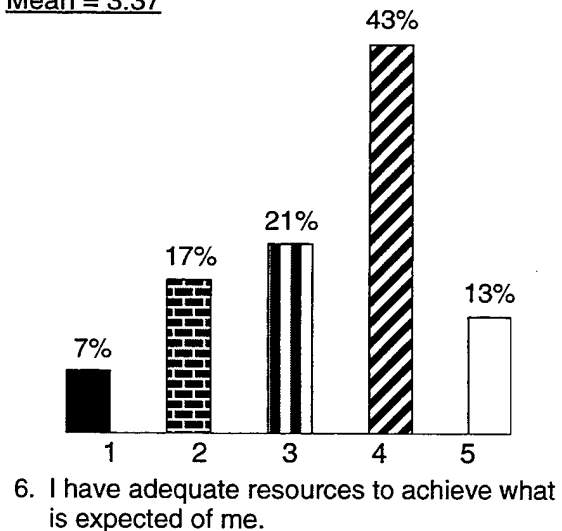
Mean = 3.97



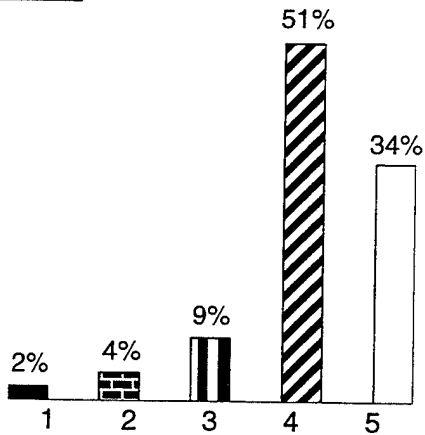
Mean = 3.19



Mean = 3.37

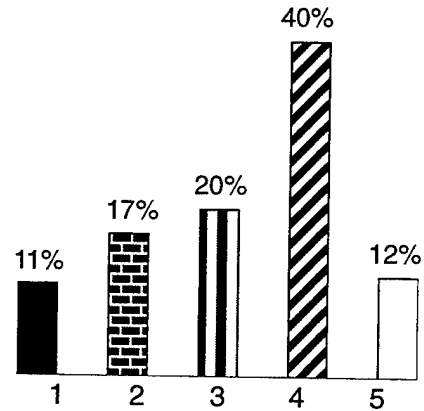


Mean = 4.11



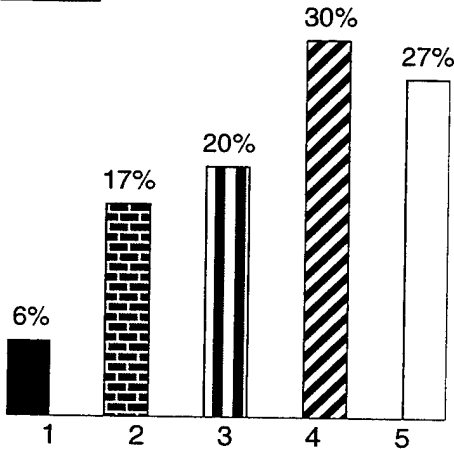
7. I have the freedom to organize my work in the way that seems best to me, so long as I accomplish my objectives.

Mean = 3.24



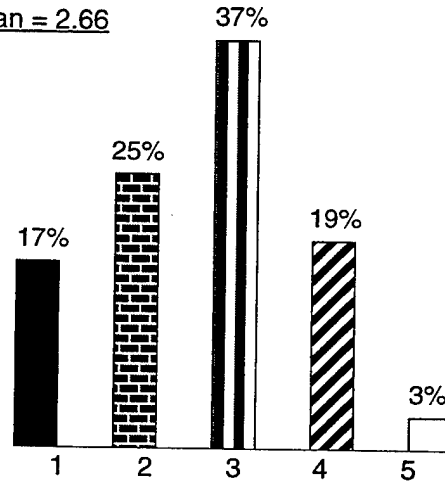
8. Considering the skills and effort I put into my work, I am satisfied with my pay.

Mean = 3.53



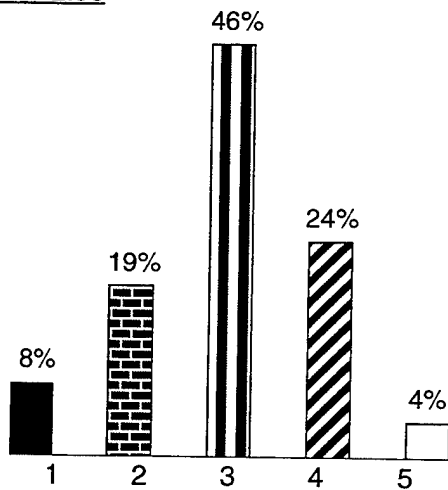
9. I am concerned about my job future in the government.

Mean = 2.66



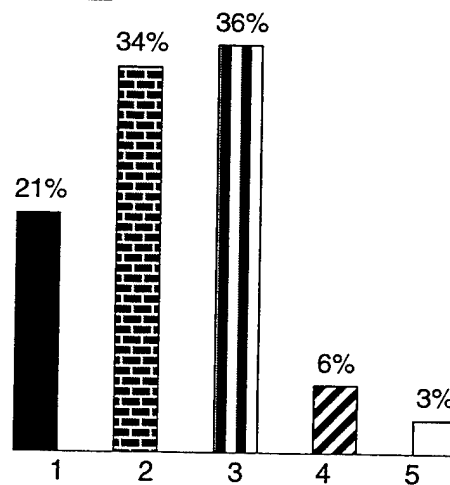
10. NRaD is well-managed.

Mean = 2.96



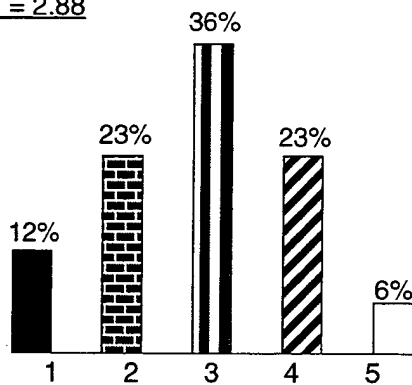
11. High performers tend to stay at NRaD.

Mean = 2.34



12. Low performers tend to leave NRaD.

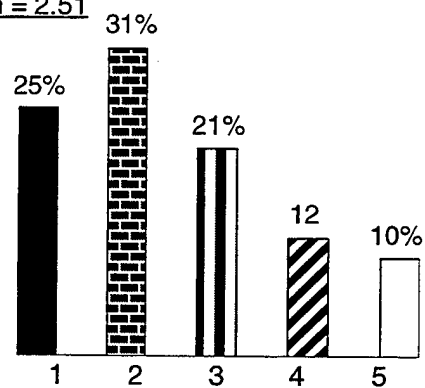
Mean = 2.88



13. Over the last 6 months, my morale has been:

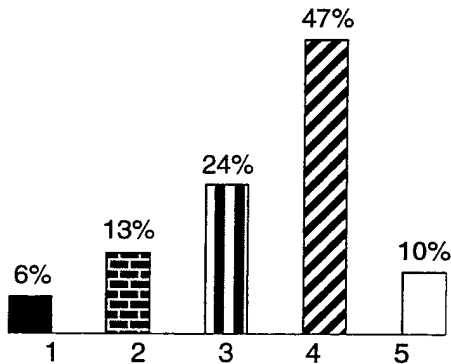
- Very low (1)
- Low (2)
- Average (3)
- High (4)
- Very High (5)

Mean = 2.51



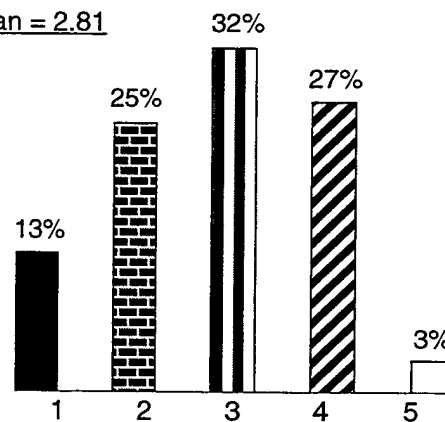
14. During the next year, I will probably look for a new job outside NRaD.

Mean = 3.43



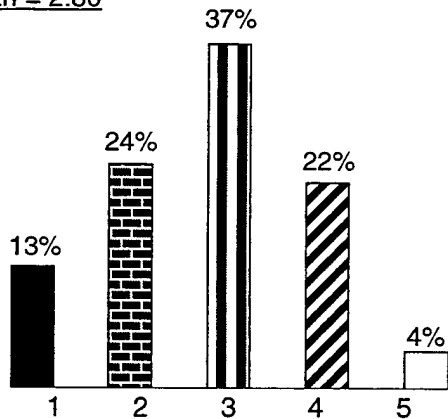
15. In general, I look forward to coming to work.

Mean = 2.81



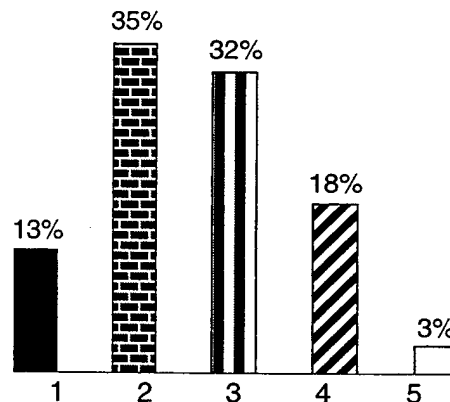
16. The work climate at NRaD allows employees to challenge traditional ways of doing things.

Mean = 2.80



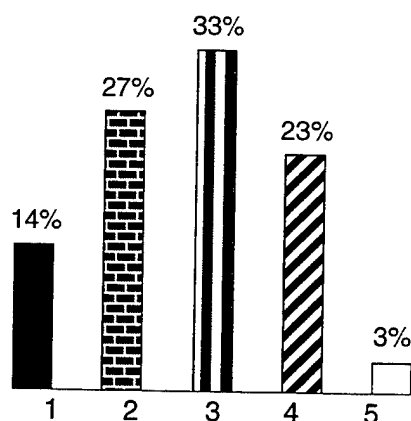
17. Innovative and creative work (high-risk effort) is encouraged and rewarded.

Mean = 2.63



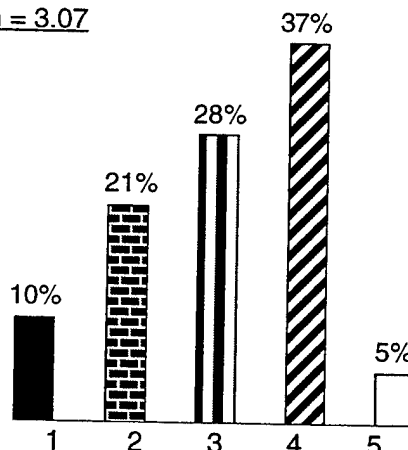
18. Symbolic rewards, such as recognition by coworkers, are more important than monetary awards.

Mean = 2.74



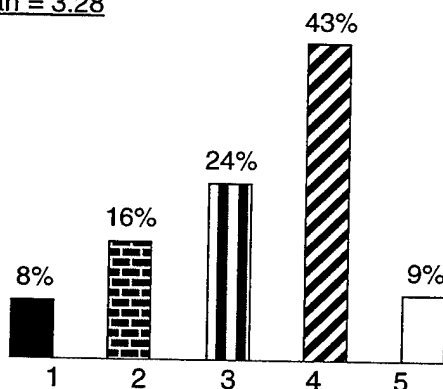
19. There is adequate nonmonetary recognition at NRaD for excellent performance.

Mean = 3.07



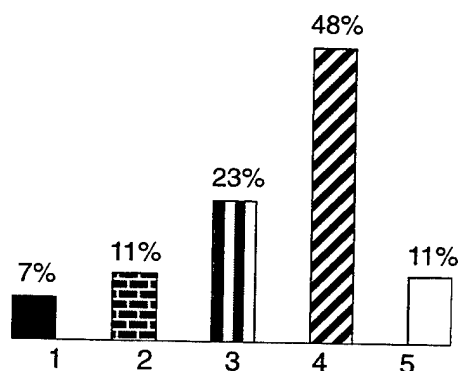
20. Under the present system, it is possible to motivate NRaD employees with financial awards.

Mean = 3.28



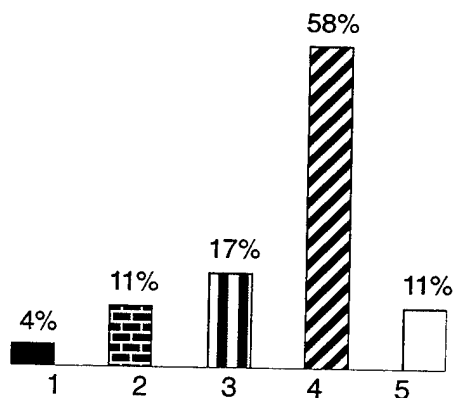
21. Bonus points are an effective reward for job performance above the "successful" level.

Mean = 3.45



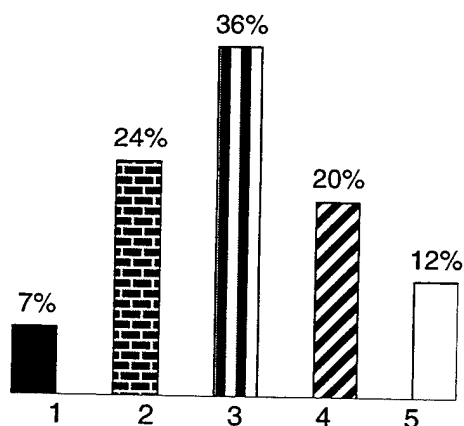
22. Bonus points provide supervisors with the flexibility needed to reward good job performance when a salary increase is unavailable or inappropriate.

Mean = 3.61



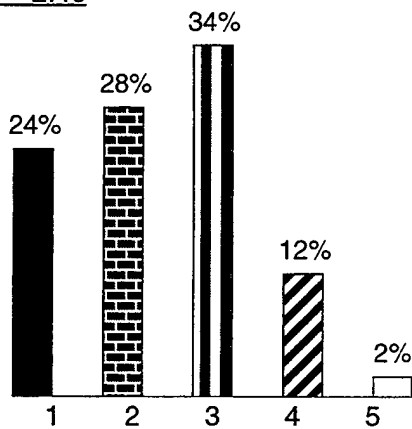
23. The majority of my work is encompassed within my performance objectives.

Mean = 3.07



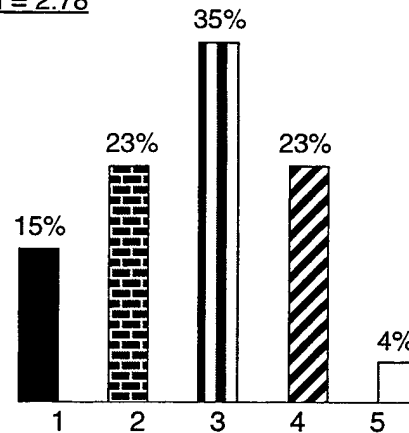
24. Employees feel they can't trust this organization (NRaD).

Mean = 2.40



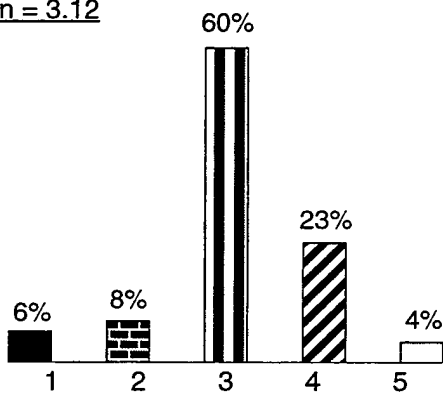
25. Promotions are fair and impartial at NRaD.

Mean = 2.78



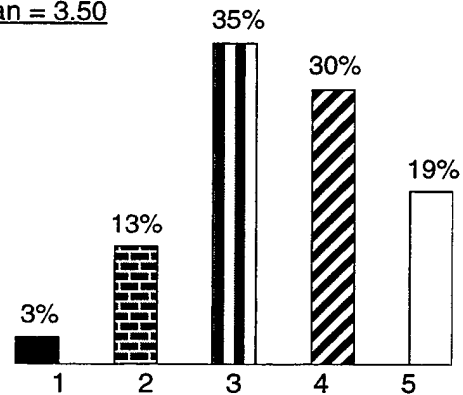
26. Performance ratings at NRaD are given in a fair, impartial manner.

Mean = 3.12



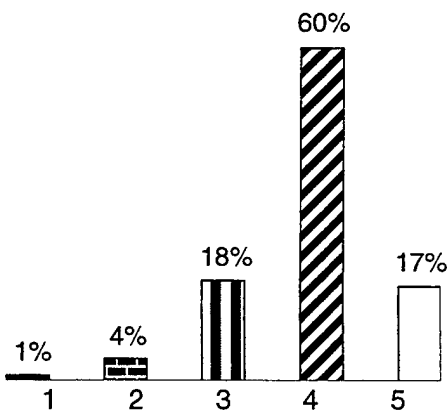
27. In general, disciplinary actions taken at NRaD are fair and justified.

Mean = 3.50



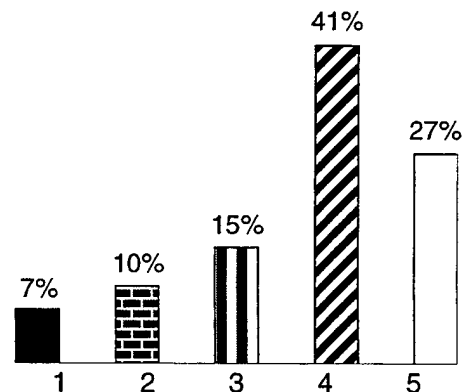
28. Favoritism is a problem at NRaD.

Mean = 3.88



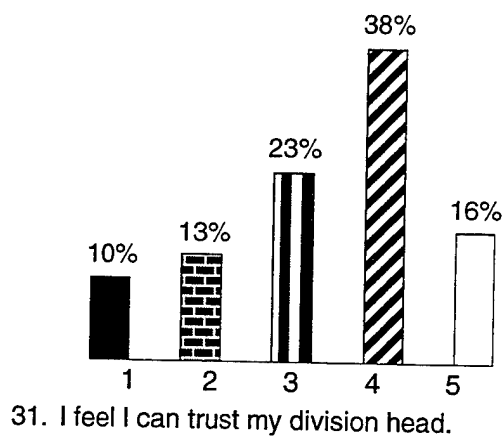
29. I respect and have confidence in my coworkers.

Mean = 3.71

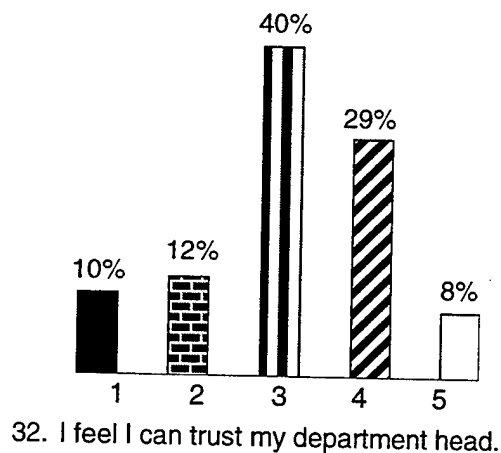


30. I feel I can trust my immediate supervisor.

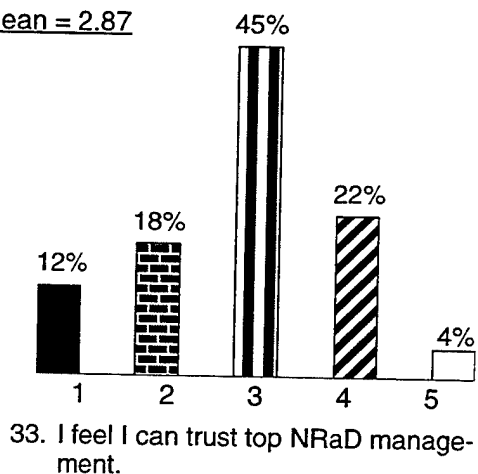
Mean = 3.37



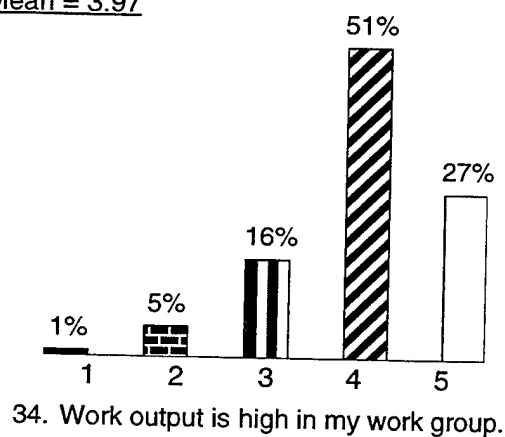
Mean = 3.15



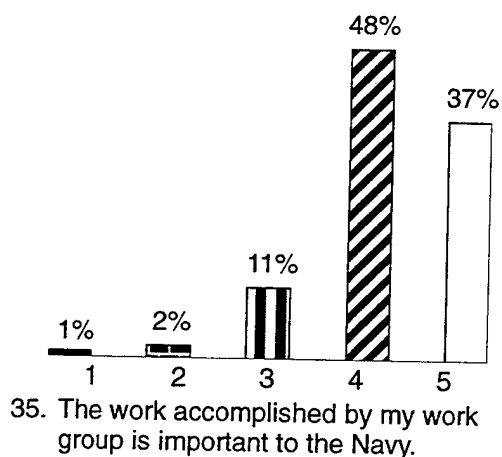
Mean = 2.87



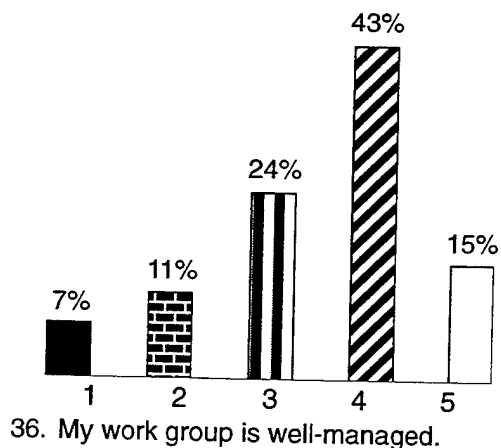
Mean = 3.97



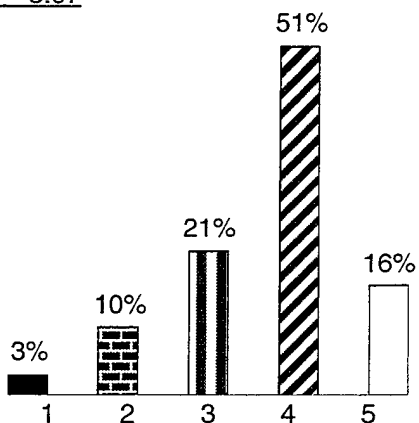
Mean = 4.17



Mean = 3.49

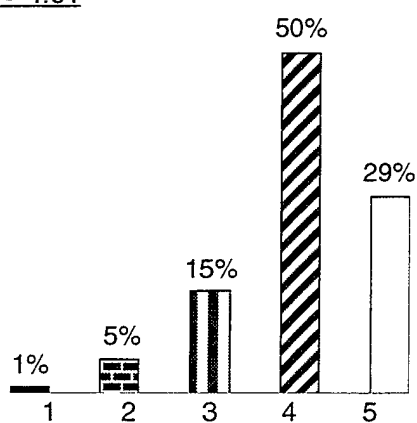


Mean = 3.67



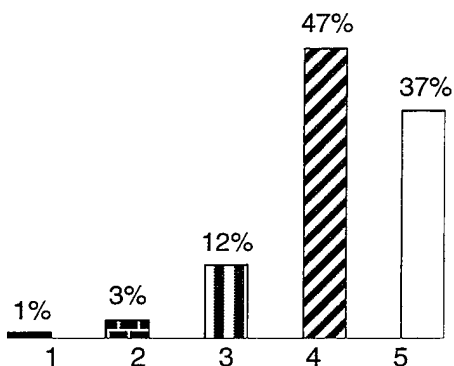
37. All in all, I am satisfied with my work group.

Mean = 4.01



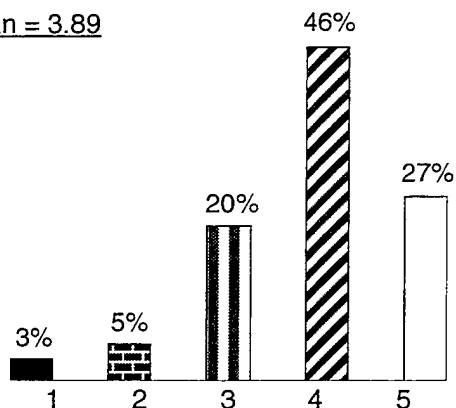
38. Sexist remarks are avoided in my work group.

Mean = 4.16



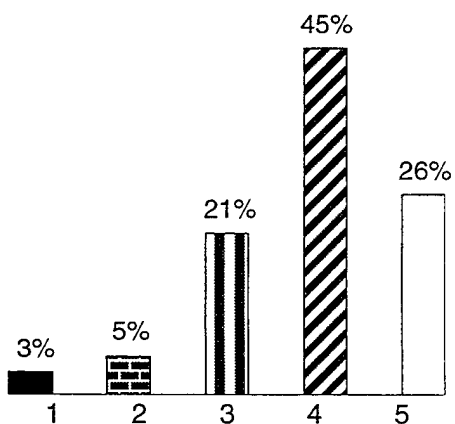
39. Racist remarks are avoided in my work group.

Mean = 3.89



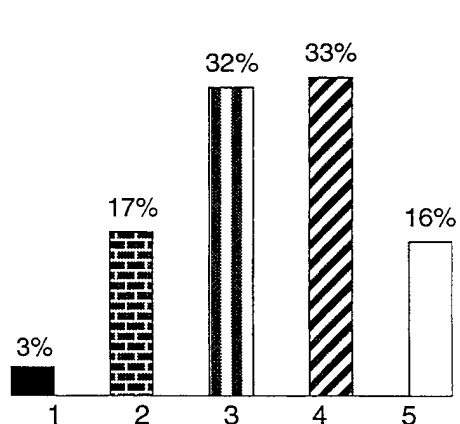
40. I feel free to report instances of sex discrimination or sexual harassment within NRaD.

Mean = 3.86



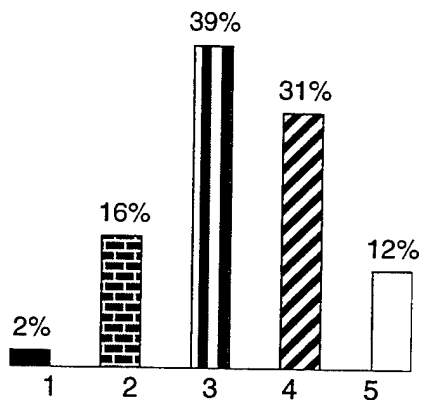
41. I feel free to report instances of racial discrimination within NRaD.

Mean = 3.41



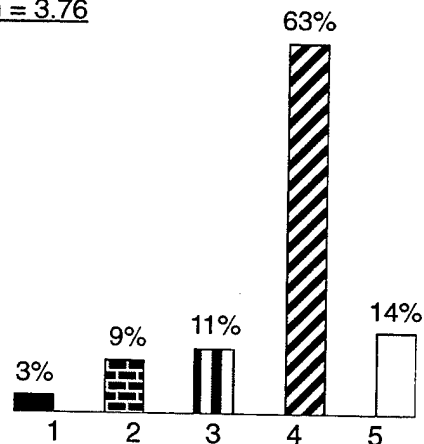
42. At NRaD, conflicts between work groups hinder work accomplishment.

Mean = 3.36



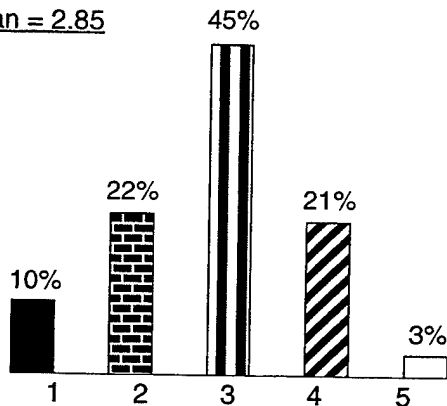
43. The ability to manage is restricted by unnecessary rules and regulations.

Mean = 3.76



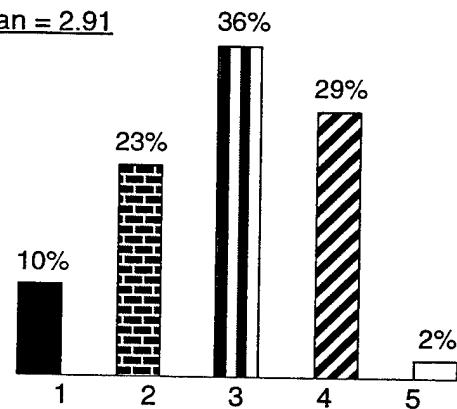
44. Internal communications within NRaD, such as electronic mail messages, notices, and the Outlook, are adequate for my needs.

Mean = 2.85



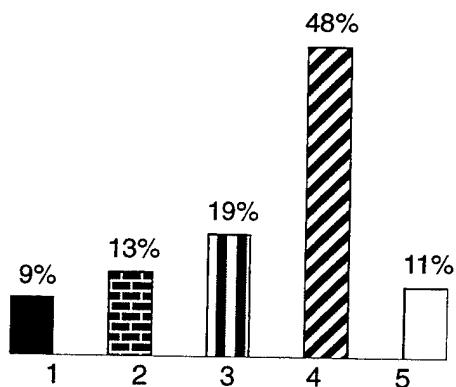
45. Personnel actions (e.g., transfers, promotions) move through the system with a minimum of internal delays.

Mean = 2.91



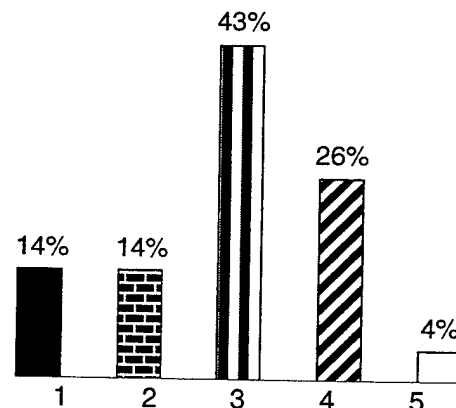
46. The Personnel Department keeps employees informed about personnel policies and what they mean.

Mean = 3.38



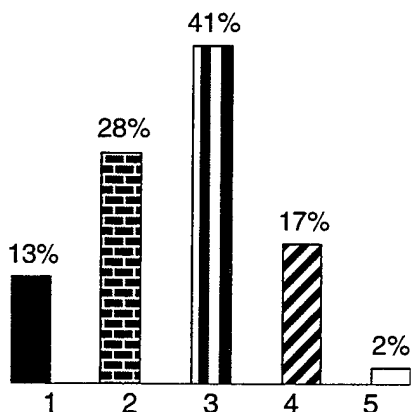
47. I am given adequate opportunity to participate in training and development programs.

Mean = 2.92



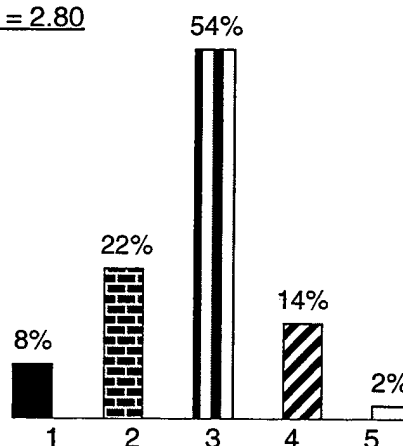
48. The training I received on the Alternate Personnel System (APS) was adequate.

Mean = 2.68



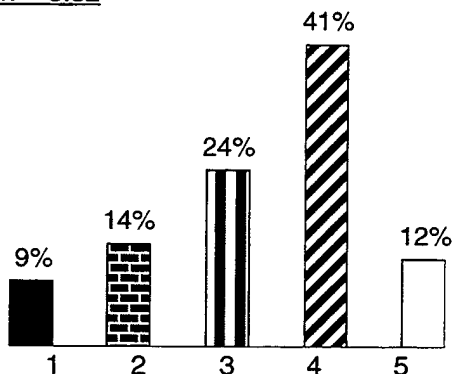
49. There are adequate programs at NRaD that focus on the development of future supervisors.

Mean = 2.80



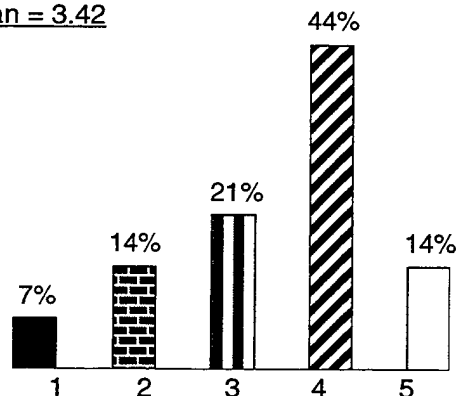
50. Supervisors who take the time to develop their subordinates' knowledge, skills, and abilities receive recognition.

Mean = 3.32



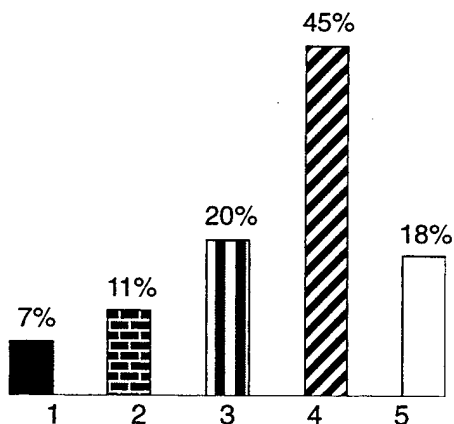
51. My supervisor encourages subordinates to participate in important decisions.

Mean = 3.42



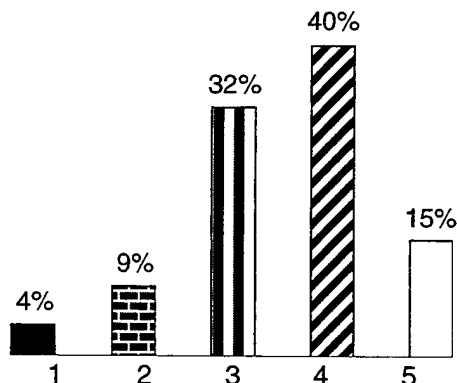
52. My supervisor discusses with me the specific reasons for the performance rating I receive.

Mean = 3.55



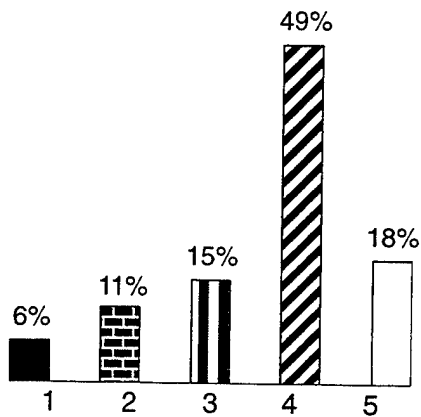
53. My supervisor is competent in his/her relations with the people in this work group.

Mean = 3.53



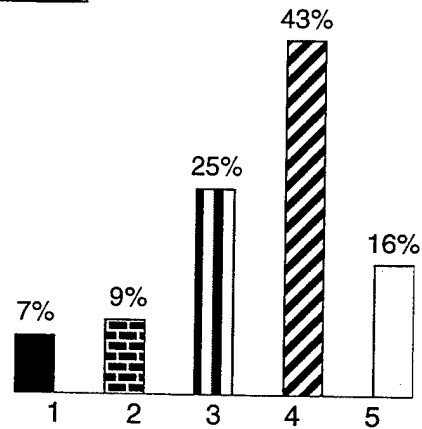
54. My supervisor considers the performance rating of subordinates to be an important part of his/her duties.

Mean = 3.61



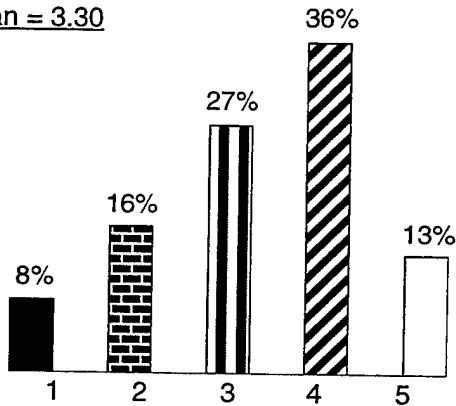
55. My supervisor is aware of the most important aspects of my work.

Mean = 3.54



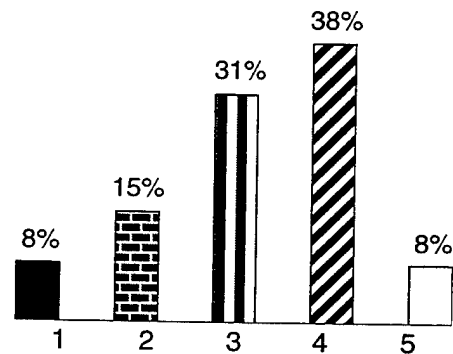
56. My supervisor rates my performance in a fair, impartial manner.

Mean = 3.30



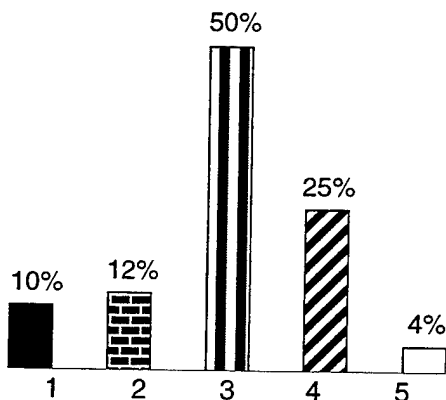
57. I receive sufficient feedback from my supervisor to help me improve my performance.

Mean = 3.23



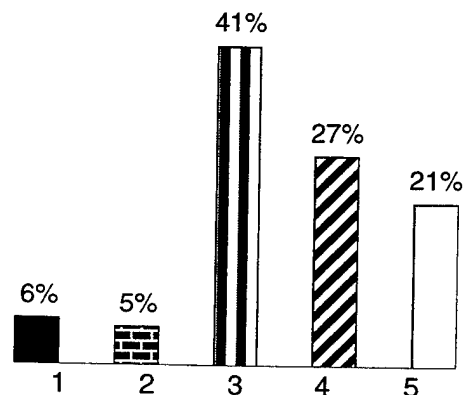
58. The use of APS performance objectives helps me to understand better what is expected of me on my job.

Mean = 3.01



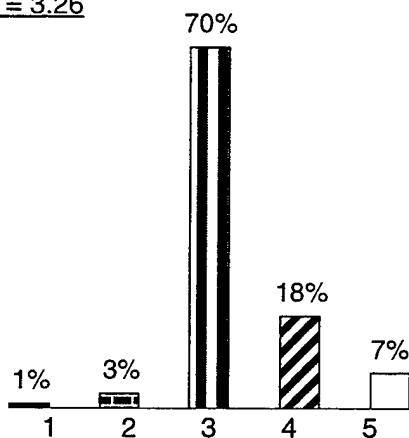
59. I believe that the performance rating appeal process provides an adequate means for correcting inequities in those ratings.

Mean = 3.53



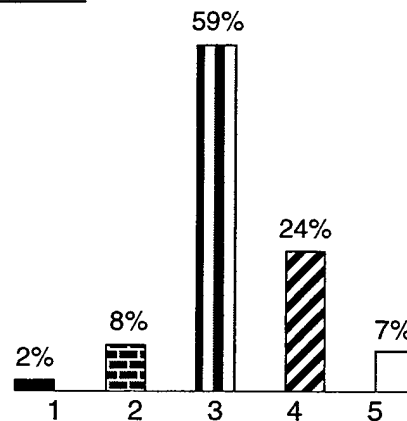
60. I prefer the APS performance appraisal system to the standard civil service performance appraisal system.

Mean = 3.26



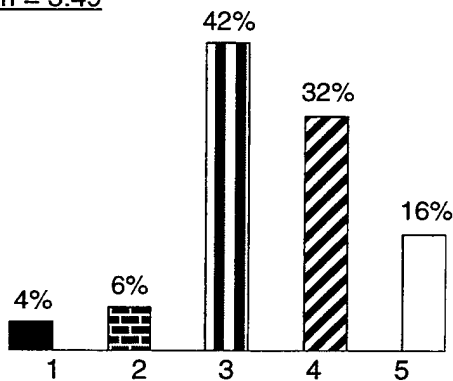
61. APS classification procedures require significantly less paperwork for supervisors than the standard civil service system procedures.

Mean = 3.25



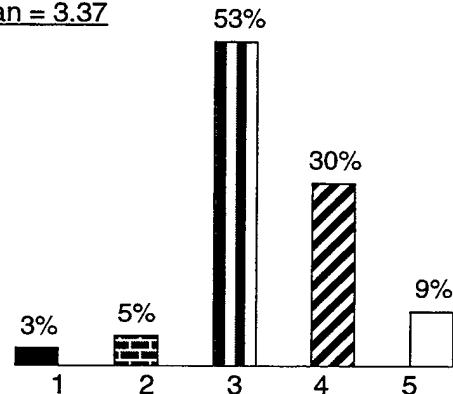
62. The APS classification system is easier to understand and use than the standard civil service classification system.

Mean = 3.49



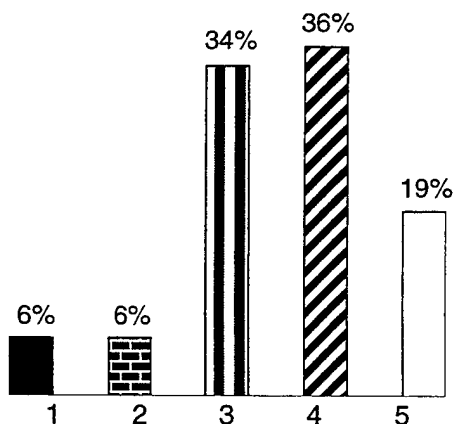
63. I prefer the APS classification system to the standard civil service classification system.

Mean = 3.37



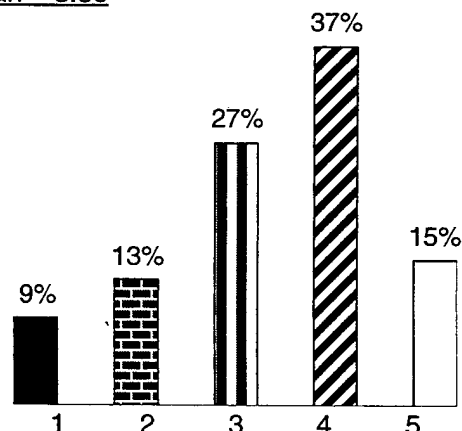
64. The APS allows NRaD to be more competitive in recruiting new employees by offering higher starting salaries.

Mean = 3.57



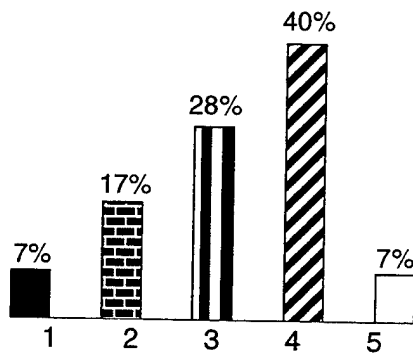
65. I am more satisfied with the way my pay is determined under the APS than under the standard civil service system.

Mean = 3.36



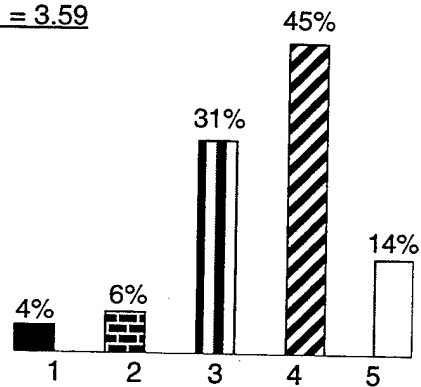
66. The incentive of higher pay for better performance under the APS has motivated me to improve my job performance.

Mean = 3.23



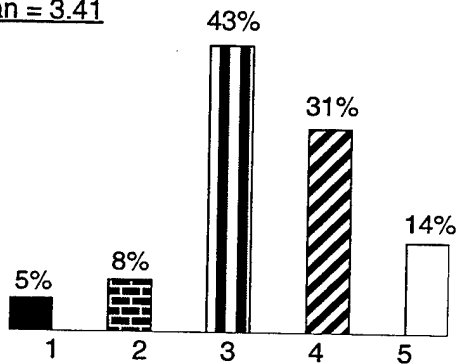
67. I have received sufficient information on the APS to understand how it affects me.

Mean = 3.59



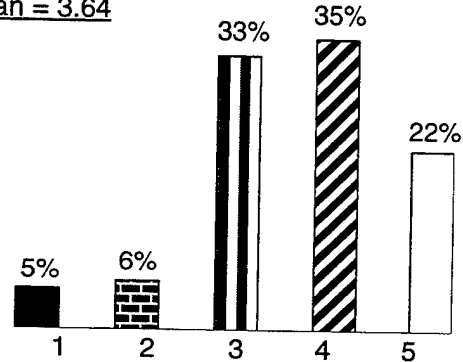
68. On balance, the APS has not affected me adversely.

Mean = 3.41



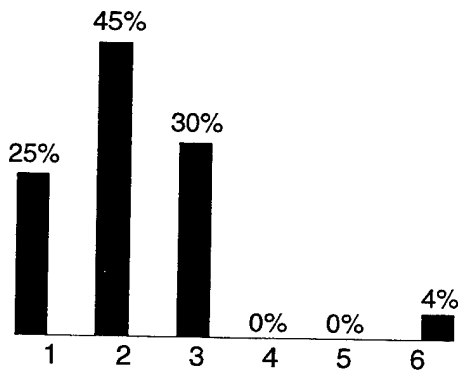
69. The APS provides a fairer, more equitable system than the standard civil service system.

Mean = 3.64



70. I am in favor of the APS.

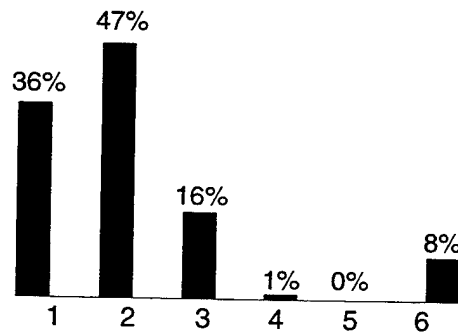
Mean = 2.06



71. What performance rating did you receive for the 1995-96 APS rating period?

Outstanding (1)
 Superior (2)
 Successful (3)
 Marginal (4)
 Unacceptable (5)
 Not Rated Under APS (6)

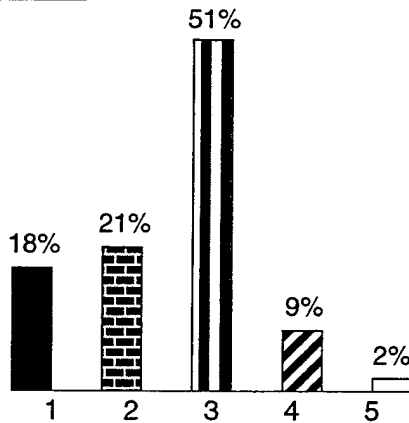
Mean = 1.83



72. What performance rating do you believe you earned in the 1995-96 APS rating period?

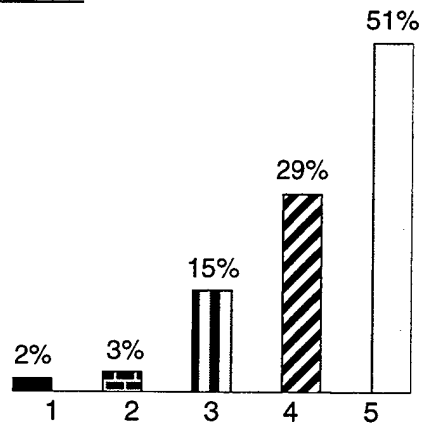
Outstanding (1)
 Superior (2)
 Successful (3)
 Marginal (4)
 Unacceptable (5)
 Not Rated Under APS (6)

Mean = 2.56



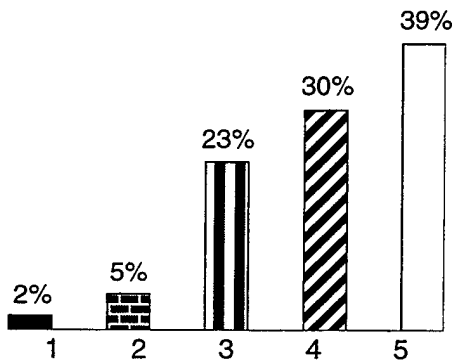
73. The NRaD TQL Program has improved the way we do business at NRaD.

Mean = 4.23



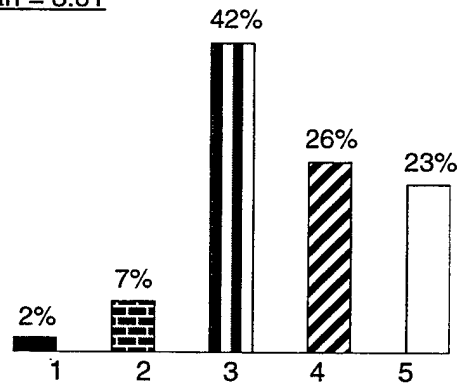
74. The 5-4/9 alternative work schedule (AWS) has favorably affected my morale at NRaD.

Mean = 3.98



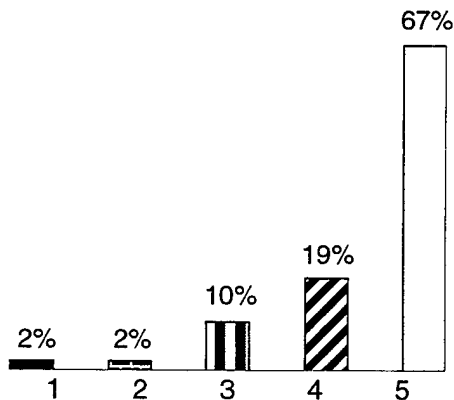
75. My job satisfaction has improved because of the 5-4/9 AWS.

Mean = 3.61



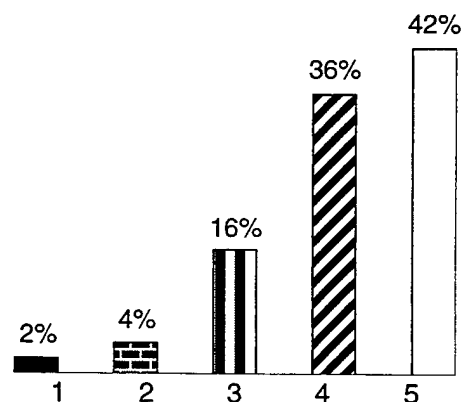
76. Productivity in my work group has increased under the 5-4/9 AWS.

Mean = 4.46



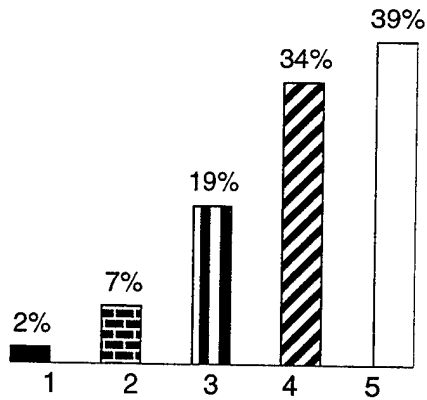
77. I favor NRaD's continuing the 5-4/9 AWS.

Mean = 4.11



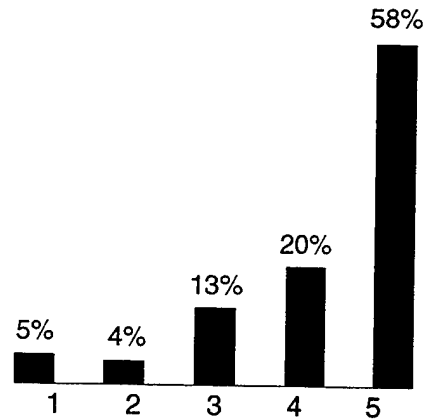
78. I don't have problems with my sponsors/ customers because of the 5-4/9 AWS.

Mean = 4.00



79. Under the 5-4/9, I have saved sick leave by scheduling doctor and dentist appointments on off-Fridays.

Mean = 4.23



80. I choose to work on my off-Friday without compensation:

Less than 10% of my off Fridays (5)
Approx. 10-40% of my off-Fridays ... (4)
Approx. 40-60% of my off-Fridays ... (3)
Approx. 60-90% of my off-Fridays ... (2)
Greater than 90% of my off Fridays .. (1)

APPENDIX B
COVER LETTER AND QUESTIONNAIRE



DEPARTMENT OF THE NAVY
NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION DIVISION
SAN DIEGO, CALIFORNIA 92152-5001

28 JAN 1997

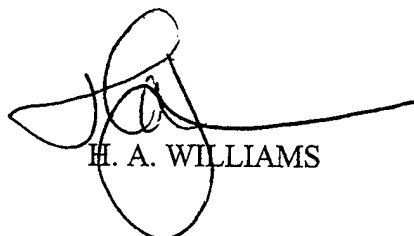
MEMORANDUM

From: Commanding Officer
To: All NRaD Employees

Subj: NRaD ORGANIZATIONAL CLIMATE SURVEY - 1997

Encl: (1) NRaD Organizational Climate Survey - 1997
(2) Answer Sheet

1. The Executive Director, Dr. Kolb, and I consider our employees' satisfaction and morale to be important non-financial indicators for the health and competitiveness of NRaD's future. Your participation in this survey will help assess what kind of climate we, as management, are providing for our workforce. Although employee satisfaction and morale are difficult qualities to measure, useful indications are obtained from long-term, direct sampling of employee attitudes and opinions.
2. Personnel surveys have been part of the evaluation of the NRaD Personnel Demonstration Project (now the Alternate Personnel System) since 1979 and provide year-to-year and long term measures of employee attitudes. The latest survey is provided as enclosure (1) and includes questions on the Alternate Personnel System, the alternative work schedule (5-4/9), EEO, and management.
3. Please take time to read enclosure (1) and provide your answers on enclosure (2). All responses are kept strictly anonymous. Demographic data are collected to understand needs and attitudes of subgroups, not to identify individuals. If you are not a participant in the Alternate Personnel System, please mark the appropriate box on the answer sheet and respond to all applicable questions. Return enclosure (2) by 21 February 1997, addressed to: Survey, Code D03301, Attn: Fe Goleta.
4. Results of this survey will be distributed to the branch level with copies available in the library.
5. Thank you for your participation in this survey.



H. A. WILLIAMS

NRaD ORGANIZATIONAL CLIMATE SURVEY - 1997

Questionnaire responses will be machine-tabulated by a high-speed optical scanner, so please mark your responses on the attached General Purpose Answer Sheet. It is important that you use only a No. 2 or softer black lead Pencil to mark the answer sheet.

Start marking the answer sheet with Question No. 1 on Side 1 continuing through Question No. 80 and demographic data section on Side 2. In marking your code, enter the first three numeric digits as shown in the following examples: Code D4132 = 413, Code D0201 = 020, and Code D52 = 520.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1. I understand NRaD's mission.	(1)	(2)	(3)	(4)	(5)
2. On my job, I know what is expected of me.	(1)	(2)	(3)	(4)	(5)
3. The job I perform is considered important by management.	(1)	(2)	(3)	(4)	(5)
4. I enjoy doing my work for the personal satisfaction it gives me.	(1)	(2)	(3)	(4)	(5)
5. I have adequate opportunities to provide input which will enhance the quality of NRaD's products.	(1)	(2)	(3)	(4)	(5)
6. I have adequate resources to achieve what is expected of me.	(1)	(2)	(3)	(4)	(5)
7. I have the freedom to organize my work in the way that seems best to me, so long as I accomplish my objectives.	(1)	(2)	(3)	(4)	(5)
8. Considering the skills and effort I put into my work, I am satisfied with my pay.	(1)	(2)	(3)	(4)	(5)
9. I am concerned about my job future in the government.	(1)	(2)	(3)	(4)	(5)
10. NRaD is well-managed.	(1)	(2)	(3)	(4)	(5)
11. High performers tend to stay at NRaD.	(1)	(2)	(3)	(4)	(5)
12. Low performers tend to leave NRaD.	(1)	(2)	(3)	(4)	(5)
13. Over the last 6 months, my morale has been:					
Very low.....	(1)				
Low	(2)				
Average	(3)				
High.....	(4)				
Very High.....	(5)				

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
14. During the next year, I will probably look for a new job outside NRaD.	(1)	(2)	(3)	(4)	(5)
15. In general, I look forward to coming to work.	(1)	(2)	(3)	(4)	(5)
16. The work climate at NRaD allows employees to challenge traditional ways of doing things.	(1)	(2)	(3)	(4)	(5)
17. Innovative and creative work (high risk effort) is encouraged and rewarded.	(1)	(2)	(3)	(4)	(5)
18. Symbolic rewards, such as recognition by coworkers, are more important than monetary rewards.	(1)	(2)	(3)	(4)	(5)
19. There is adequate nonmonetary recognition at NRaD for excellent performance.	(1)	(2)	(3)	(4)	(5)
20. Under the present system, it is possible to motivate NRaD employees with financial rewards.	(1)	(2)	(3)	(4)	(5)
21. Bonus points are an effective reward for job performance above the "successful" level.	(1)	(2)	(3)	(4)	(5)
22. Bonus points provide supervisors with the flexibility needed to reward good job performance when a salary increase is unavailable or inappropriate.	(1)	(2)	(3)	(4)	(5)
23. The majority of my work is encompassed within my performance objectives.	(1)	(2)	(3)	(4)	(5)
24. Employees feel they can't trust this organization (NRaD).	(1)	(2)	(3)	(4)	(5)
25. Promotions are fair and impartial at NRaD.	(1)	(2)	(3)	(4)	(5)
26. Performance ratings at NRaD are given in a fair, impartial manner.	(1)	(2)	(3)	(4)	(5)
27. In general, disciplinary actions taken at NRaD are fair and justified.	(1)	(2)	(3)	(4)	(5)
28. Favoritism is a problem at NRaD.	(1)	(2)	(3)	(4)	(5)
29. I respect and have confidence in my coworkers.	(1)	(2)	(3)	(4)	(5)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
30. I feel I can trust my immediate supervisor.	(1)	(2)	(3)	(4)	(5)
31. I feel I can trust my division head.	(1)	(2)	(3)	(4)	(5)
32. I feel I can trust my department head.	(1)	(2)	(3)	(4)	(5)
33. I feel I can trust top NRaD management.	(1)	(2)	(3)	(4)	(5)
34. Work output is high in my work group.	(1)	(2)	(3)	(4)	(5)
35. The work accomplished by my work group is important to the Navy.	(1)	(2)	(3)	(4)	(5)
36. My work group is well-managed.	(1)	(2)	(3)	(4)	(5)
37. All in all, I am satisfied with my work group.	(1)	(2)	(3)	(4)	(5)
38. Sexist remarks are avoided in my work group.	(1)	(2)	(3)	(4)	(5)
39. Racist remarks are avoided in my work group.	(1)	(2)	(3)	(4)	(5)
40. I feel free to report instances of sex discrimination or sexual harassment within NRaD.	(1)	(2)	(3)	(4)	(5)
41. I feel free to report instances of racial discrimination within NRaD.	(1)	(2)	(3)	(4)	(5)
42. At NRaD, conflicts between work groups hinder work accomplishments.	(1)	(2)	(3)	(4)	(5)
43. The ability to manage is restricted by unnecessary rules and regulations.	(1)	(2)	(3)	(4)	(5)
44. Internal communications within NRaD, such as electronic mail messages, notices, and the Outlook, are adequate for my needs.	(1)	(2)	(3)	(4)	(5)
45. Personnel actions (e.g., transfers, promotions) move through the system with a minimum of internal delays.	(1)	(2)	(3)	(4)	(5)
46. The Human Resources Office keeps employees informed about personnel policies and what they mean.	(1)	(2)	(3)	(4)	(5)
47. I am given adequate opportunity to participate in training and development programs.	(1)	(2)	(3)	(4)	(5)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
48. The training I received on the Alternate Personnel System (APS) was adequate.	(1)	(2)	(3)	(4)	(5)
49. There are adequate programs at NRaD that focus on the development of future supervisors.	(1)	(2)	(3)	(4)	(5)
50. Supervisors who take the time to develop their subordinates' knowledge, skills, and abilities receive recognition.	(1)	(2)	(3)	(4)	(5)
51. My supervisor encourages subordinates to participate in important decisions.	(1)	(2)	(3)	(4)	(5)
52. My supervisor discusses with me the specific reasons for the performance rating I receive.	(1)	(2)	(3)	(4)	(5)
53. My supervisor is competent in his/her relations with the people in this work group.	(1)	(2)	(3)	(4)	(5)
54. My supervisor considers the performance rating of subordinates to be an important part of his/her duties.	(1)	(2)	(3)	(4)	(5)
55. My supervisor is aware of the most important aspects of my work.	(1)	(2)	(3)	(4)	(5)
56. My supervisor rates my performance in a fair, impartial manner.	(1)	(2)	(3)	(4)	(5)
57. I receive sufficient feedback from my supervisor to help me improve my performance.	(1)	(2)	(3)	(4)	(5)
58. The use of performance objectives helps me to understand better what is expected of me on my job.	(1)	(2)	(3)	(4)	(5)
59. I believe that the performance rating appeal process provides an adequate means for correcting inequities in those ratings.	(1)	(2)	(3)	(4)	(5)
60. I prefer the APS performance appraisal system to the standard civil service performance appraisal system.	(1)	(2)	(3)	(4)	(5)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
61. APS classification procedures require significantly less paperwork for supervisors than the standard civil service system procedures.	(1)	(2)	(3)	(4)	(5)
62. The APS classification system is easier to understand and use than the standard civil service classification system.	(1)	(2)	(3)	(4)	(5)
63. I prefer the APS classification system to the standard civil service classification system.	(1)	(2)	(3)	(4)	(5)
64. The APS allows NRaD to be more competitive in recruiting new employees by offering higher starting salaries.	(1)	(2)	(3)	(4)	(5)
65. I am more satisfied with the way my pay is determined under the APS than under the standard civil service system.	(1)	(2)	(3)	(4)	(5)
66. The incentive of higher pay for better performance has motivated me to improve my job performance.	(1)	(2)	(3)	(4)	(5)
67. I have received sufficient information on the APS to understand how it affects me	(1)	(2)	(3)	(4)	(5)
68. On balance, the APS has not affected me adversely.	(1)	(2)	(3)	(4)	(5)
69. The APS provides a fairer, more equitable system than the standard civil service system.	(1)	(2)	(3)	(4)	(5)
70. I am in favor of the APS.	(1)	(2)	(3)	(4)	(5)
71. What performance rating did you receive for the 1995-96 rating period?					
Outstanding	(1)				
Superior.....	(2)				
Successful.....	(3)				
Marginal	(4)				
Unacceptable.....	(5)				
Not Rated	(6)				

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DISAGREE DISAGREE NEUTRAL AGREE STRONGLY
AGREE

72. What performance rating do you believe you earned in the 1995-96 rating period?

- Outstanding(1)
- Superior(2)
- Successful.....(3)
- Marginal(4)
- Unacceptable(5)
- Not Rated(6)

73. The NRaD TQL Program has improved the way we do business at NRaD. (1) (2) (3) (4) (5)

74. The 5-4/9 alternative work schedule (AWS) has favorably affected my morale. (1) (2) (3) (4) (5)

75. My job satisfaction has improved because of the 5-4/9 AWS. (1) (2) (3) (4) (5)

76. Productivity in my work group has increased under the 5-4/9. (1) (2) (3) (4) (5)

77. I favor NRaD's continuing the 5-4/9 AWS. (1) (2) (3) (4) (5)

78. I don't have problems with my sponsors/ customers because of the 5-4/9 AWS. (1) (2) (3) (4) (5)

79. Under the 5-4/9, I have saved sick leave by scheduling doctor and dentist appointments on off-Fridays. (1) (2) (3) (4) (5)

80. I choose to work on my off-Friday without compensation:

- Greater than 90% of my off-Fridays.....(1)
- Approximately 60-90% of my off-Fridays.....(2)
- Approximately 40-60% of my off-Fridays.....(3)
- Approximately 10-40% of my off-Fridays.....(4)
- Less than 10% of my off-Fridays.....(5)

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