

# Final Topline Report

## Health of the Nonprofit, For-Profit, and Public Service Sectors

Prepared by Princeton Survey Research Associates  
for the Brookings Institute

2.15.02

### Nonprofit Sector

N= 1140 Nonprofit Workers

Interview dates: October 29 – January 2, 2001

Margin of error is plus or minus 3 percentage points for results based on the full sample

### For Profit-Sector

N=1005 Workers in For-Profit Businesses

Interview dates: May 11, 2001 – June 10, 2001 (500 Interviews);

January 4, 2002 – January 22, 2002 (505 Interviews)

Margin of error is plus or minus 3 percentage points for results based on the full sample

### Federal Government

N=1051 Federal Government Workers

Interview dates: February 7 – June 1, 2001

Margin of error is plus or minus 3 percentage points for results based on the full sample

**Q4** To start, how much does your job allow you to make decisions on your own—do you make decisions on your own a lot, somewhat, a little or not at all?

NON PROFIT	FOR PROFIT	FED GOV	
<b>64</b>	<b>62</b>	<b>62</b>	A lot
<b>28</b>	<b>27</b>	<b>27</b>	Somewhat
<b>5</b>	<b>8</b>	<b>7</b>	A little
<b>2</b>	<b>3</b>	<b>4</b>	Not at all
*	*	*	Don't know
*	*	*	Refused

**Q5** And how much **say** do you have over what happens in your job—a lot, some, a little or none?

FOR PROFIT	FED GOV	
<b>45</b>	<b>35</b>	A lot
<b>34</b>	<b>40</b>	Somewhat
<b>14</b>	<b>16</b>	A little
<b>7</b>	<b>8</b>	Not at all
*	<b>1</b>	Don't know
*	*	Refused

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**Q6** To what extent are the people you work with (Insert)—to a great extent, somewhat, not too much or not at all?

*List items were rotated*

	Great Extent	Somewhat	Not too Much	Not at all	Don't Know	Refused
<b>a competitive with other employees</b>						
NONPROFIT	<b>11</b>	<b>33</b>	<b>30</b>	<b>21</b>	<b>4</b>	<b>1</b>
FOR PROFIT	<b>24</b>	<b>37</b>	<b>22</b>	<b>13</b>	<b>3</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>23</b>	<b>44</b>	<b>21</b>	<b>11</b>	<b>2</b>	*
<b>b open to new ideas</b>						
NONPROFIT	<b>46</b>	<b>43</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>0</b>
FOR PROFIT	<b>36</b>	<b>48</b>	<b>11</b>	<b>4</b>	<b>1</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>33</b>	<b>49</b>	<b>12</b>	<b>5</b>	*	*
<b>c willing to help other employees learn new skills</b>						
NONPROFIT	<b>67</b>	<b>26</b>	<b>4</b>	<b>1</b>	<b>1</b>	*
FOR PROFIT	<b>51</b>	<b>33</b>	<b>10</b>	<b>3</b>	<b>2</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>52</b>	<b>36</b>	<b>8</b>	<b>4</b>	*	*
<b>d concerned about achieving your organization's mission</b>						
NONPROFIT	<b>72</b>	<b>23</b>	<b>3</b>	<b>1</b>	<b>1</b>	*
FOR PROFIT	<b>56</b>	<b>31</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>63</b>	<b>28</b>	<b>5</b>	<b>3</b>	<b>1</b>	*

**Q7** How much does your organization encourage its employees to take risks or try new ways of doing their work—a great deal, a fair amount, not too much or not at all?

NON PROFIT	FOR PROFIT	FED GOV	
<b>26</b>	<b>20</b>	<b>21</b>	Great deal
<b>47</b>	<b>42</b>	<b>37</b>	Fair amount
<b>21</b>	<b>25</b>	<b>31</b>	Not too much
<b>5</b>	<b>11</b>	<b>10</b>	Not at all
<b>1</b>	<b>2</b>	*	Don't know
<b>0</b>	*	*	Refused

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**Q8** People decide to accept a job for different reasons. When you first took your job, which of these two things most influenced your decision. Did (Insert first word) or (Insert second word) most influence your decision to take the job?

*List items were rotated*

	First Item	Second Item	Don't Know	Refused
<b>a</b> the job security/ helping the public				
NONPROFIT	<b>34</b>	<b>60</b>	<b>5</b>	<b>1</b>
FOR PROFIT	<b>71</b>	<b>20</b>	<b>8</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>65</b>	<b>32</b>	<b>3</b>	*
<b>b</b> the salary and benefits/the chance to make a difference				
NONPROFIT	<b>34</b>	<b>61</b>	<b>4</b>	<b>1</b>
FOR PROFIT	<b>72</b>	<b>22</b>	<b>4</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>69</b>	<b>27</b>	<b>4</b>	*
<b>c</b> doing something worthwhile/having a secure pay check				
NONPROFIT	<b>65</b>	<b>30</b>	<b>4</b>	<b>1</b>
FOR PROFIT	<b>28</b>	<b>68</b>	<b>4</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>37</b>	<b>59</b>	<b>4</b>	*
<b>d</b> pride in the organization/job security				
NONPROFIT	<b>52</b>	<b>39</b>	<b>8</b>	<b>1</b>
FOR PROFIT	<b>36</b>	<b>57</b>	<b>6</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>29</b>	<b>66</b>	<b>4</b>	*

**Q9** Does the word (Insert) describe your organization--very well, somewhat well, not too well or not well at all?

*List items were rotated*

	Very Well	Somewhat Well	Not Too Well	Not Well at All	Don't Know	Refused	4
<b>a innovative</b>							
NONPROFIT	<b>38</b>	<b>45</b>	<b>10</b>	<b>5</b>	<b>1</b>	*	
FOR PROFIT	<b>40</b>	<b>41</b>	<b>9</b>	<b>7</b>	<b>3</b>	<b>0</b>	
FEDERAL GOVERNMENT	<b>29</b>	<b>43</b>	<b>16</b>	<b>10</b>	<b>1</b>	*	
<b>b helpful</b>							
NONPROFIT	<b>72</b>	<b>24</b>	<b>2</b>	<b>1</b>	<b>1</b>	*	
FOR PROFIT	<b>50</b>	<b>39</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>0</b>	
FEDERAL GOVERNMENT	<b>52</b>	<b>37</b>	<b>6</b>	<b>4</b>	*	*	
<b>c fair</b>							
NONPROFIT	<b>59</b>	<b>33</b>	<b>6</b>	<b>2</b>	<b>1</b>	*	
FOR PROFIT	<b>50</b>	<b>38</b>	<b>7</b>	<b>5</b>	*	*	
FEDERAL GOVERNMENT	<b>41</b>	<b>43</b>	<b>10</b>	<b>6</b>	*	*	
<b>d trusted</b>							
NONPROFIT	<b>67</b>	<b>26</b>	<b>4</b>	<b>2</b>	*	*	
FOR PROFIT	<b>56</b>	<b>32</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>0</b>	
FEDERAL GOVERNMENT	<b>45</b>	<b>39</b>	<b>8</b>	<b>7</b>	*	*	

**Q10** I'm going to read some statements people make about their job. Please tell me if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with them. The first|next is:

*List items were rotated*

5

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know	Refused
<b>a The work I do is boring</b>						
NONPROFIT	<b>2</b>	<b>6</b>	<b>17</b>	<b>75</b>	*	0
FOR PROFIT	<b>7</b>	<b>14</b>	<b>21</b>	<b>58</b>	1	0
FEDERAL GOVERNMENT	<b>7</b>	<b>16</b>	<b>20</b>	<b>57</b>	*	*
<b>b I'm given a chance to do the things I do best</b>						
NONPROFIT	<b>68</b>	<b>25</b>	<b>4</b>	<b>3</b>	*	0
FOR PROFIT	<b>52</b>	<b>33</b>	<b>9</b>	<b>6</b>	*	0
FEDERAL GOVERNMENT	<b>46</b>	<b>37</b>	<b>9</b>	<b>8</b>	0	0
<b>c My job is a dead-end with no future</b>						
NONPROFIT	<b>7</b>	<b>12</b>	<b>22</b>	<b>58</b>	*	*
FOR PROFIT	<b>12</b>	<b>14</b>	<b>20</b>	<b>54</b>	*	0
FEDERAL GOVERNMENT	<b>13</b>	<b>15</b>	<b>24</b>	<b>47</b>	1	*
<b>d It is easy to burn out in my job</b>						
NONPROFIT	<b>41</b>	<b>32</b>	<b>15</b>	<b>12</b>	*	*
<b>e I always have too much work to do</b>						
NONPROFIT	<b>36</b>	<b>34</b>	<b>19</b>	<b>10</b>	*	*

**Q11** Overall, how satisfied are you with (Insert)—very satisfied, somewhat satisfied, not too satisfied, not satisfied at all?

*List items were rotated*

	Very Satisfied	Somewhat Satisfied	Not Too Satisfied	Not Satisfied at All	Don't Know	Refused	6
<b>a your job overall<sup>1</sup></b>							
NONPROFIT	<b>58</b>	<b>37</b>	<b>4</b>	<b>1</b>	*	0	
FOR PROFIT	<b>44</b>	<b>46</b>	<b>7</b>	<b>4</b>	*	0	
FEDERAL GOVERNMENT	<b>49</b>	<b>40</b>	<b>7</b>	<b>3</b>	0	0	
<b>b your salary</b>							
NONPROFIT	<b>24</b>	<b>53</b>	<b>16</b>	<b>7</b>	*	*	
FOR PROFIT	<b>29</b>	<b>50</b>	<b>12</b>	<b>9</b>	1	*	
FEDERAL GOVERNMENT	<b>35</b>	<b>52</b>	<b>7</b>	<b>5</b>	0	*	
<b>c your job security</b>							
NONPROFIT	<b>61</b>	<b>32</b>	<b>4</b>	<b>3</b>	*	*	
FOR PROFIT	<b>51</b>	<b>37</b>	<b>6</b>	<b>5</b>	1	*	
FEDERAL GOVERNMENT	<b>66</b>	<b>28</b>	<b>3</b>	<b>2</b>	*	*	
<b>d your job benefits, such as health insurance and vacation time</b>							
NONPROFIT	<b>50</b>	<b>33</b>	<b>8</b>	<b>7</b>	2	*	
FOR PROFIT	<b>46</b>	<b>31</b>	<b>11</b>	<b>11</b>	1	*	
FEDERAL GOVERNMENT	<b>66</b>	<b>28</b>	<b>3</b>	<b>2</b>	*	*	

**Q12** In your opinion, how good a job are you doing—very good, better than average, average, or below average?

NON PROFIT	FOR PROFIT	FED GOV	
<b>55</b>	<b>49</b>	<b>58</b>	Very good
<b>39</b>	<b>44</b>	<b>39</b>	Better than average
<b>6</b>	<b>7</b>	<b>3</b>	Average
*	*	*	Below average
*	*	*	Don't know
<b>0</b>	<b>0</b>	<b>0</b>	Refused

<sup>1</sup> In the nonprofit survey, respondents were read 'your job'

**Q13** How would you rate the overall morale of the people you work with--is it very high, somewhat high, somewhat low or very low?

NON PROFIT	FOR PROFIT	FED GOV	
22	20	14	Very high
52	52	46	Somewhat high
20	20	30	Somewhat low
5	6	11	Very low
1	1	*	Don't know
*	*	0	Refused

7

**Q14** How satisfied are you with (Insert)—are you very satisfied, somewhat satisfied, not too satisfied or not satisfied at all?

*List items were rotated*

	Very Satisfied	Somewhat Satisfied	Not Too Satisfied	Not Satisfied at All	Don't Know	Refused
<b>a</b> your opportunity for advancement						
NONPROFIT	27	45	17	7	4	*
FOR PROFIT	30	43	14	10	2	*
FEDERAL GOVERNMENT	24	43	17	15	1	*
<b>b</b> your opportunity to develop new skills						
NONPROFIT	48	39	9	3	*	*
FOR PROFIT	43	39	11	6	1	*
FEDERAL GOVERNMENT	36	42	12	9	*	*
<b>c</b> the public respect for the type of work you are doing						
NONPROFIT	49	35	11	4	1	*
FOR PROFIT	39	44	10	5	3	0
FEDERAL GOVERNMENT	36	45	11	7	1	1
<b>d</b> your opportunity to accomplish something worthwhile						
NONPROFIT	66	30	3	1	*	0
FOR PROFIT	41	45	9	4	1	*
FEDERAL GOVERNMENT	47	42	7	4	*	0

**Q15** Are you dissatisfied with your opportunities for advancement because (Insert) in your organization?

*Among those not too satisfied or not satisfied with their opportunity for advancement.*

*List items were rotated*

8

	Yes	No	Don't Know	Refused	
<b>a</b> there is little room for advancement					
FOR PROFIT	<b>77</b>	<b>23</b>	<b>0</b>	*	n=236
FEDERAL GOVERNMENT	<b>77</b>	<b>23</b>	*	1	n=276
<b>b</b> you don't have the skills or credentials for advancement					
FOR PROFIT	<b>13</b>	<b>85</b>	<b>2</b>	*	n=236
FEDERAL GOVERNMENT	<b>14</b>	<b>84</b>	<b>1</b>	1	n=276
<b>c</b> you think the system for advancement isn't fair					
FOR PROFIT	<b>46</b>	<b>50</b>	<b>5</b>	<b>0</b>	n=236
FEDERAL GOVERNMENT	<b>58</b>	<b>38</b>	<b>4</b>	*	n=276

**Q16** Just your best guess, what percent of the people you work with do not perform their jobs well?

NON PROFIT	FOR PROFIT	FED GOV	Mean
<b>19.2%</b>	<b>24.5%</b>	<b>23.5%</b>	
<b>11</b>	<b>11</b>	<b>5</b>	Zero percent
<b>38</b>	<b>30</b>	<b>38</b>	1 – 10 percent
<b>15</b>	<b>16</b>	<b>15</b>	11 – 20 percent
<b>15</b>	<b>14</b>	<b>15</b>	21 – 30 percent
<b>6</b>	<b>7</b>	<b>7</b>	31 – 49 percent
<b>10</b>	<b>14</b>	<b>16</b>	50 – 75 percent
<b>1</b>	<b>5</b>	<b>3</b>	76 – 100 percent
<b>3</b>	<b>3</b>	<b>2</b>	Don't know
<b>1</b>	<b>1</b>	*	Refused

**Q17** And which one of these reasons best explains that poor performance?

*Among those who say 1% or more are performing poorly*

NON PROFIT	FOR PROFIT	FED GOV	
25	23	16	They do not have the training to do their jobs well
28	28	37	Your organization does not ask enough of them, or
30	32	31	They are not qualified for their jobs
15	15	12	Don't know
2	2	3	Refused

n=968 n=856 n=977

9

**Q18** Is (Insert) the biggest factor in determining whether you get a promotion, a big factor but not the biggest, a small factor, or not a factor at all?

	Biggest Determining Factor	A Big Factor but Not the Biggest	A Small Factor	Not a Determining Factor at All	Don't Know	Refused
<b>a</b> how good a job you do						
FOR PROFIT	21	39	18	19	2	1
FEDERAL GOVERNMENT	13	38	26	23	1	*
<b>b</b> how well you get along with your supervisor						
FOR PROFIT	13	36	25	22	3	1
FEDERAL GOVERNMENT	14	34	30	21	1	0

**Q19** A variety of factors motivate people to come to work everyday. Why do you come to work everyday?

NON PROFIT	FOR PROFIT	FED GOV	
100	100	100	Gave Response
*	*	*	Don't know
*	0	0	Refused

**Q20** Thinking about your organization's mission, how easily could you describe how your job contributes to your organization's mission--very easily, somewhat easily, not too easily or not easily at all?

NON PROFIT	FOR PROFIT	FED GOV		10
<b>69</b>	<b>57</b>	<b>63</b>	Very easily	
<b>26</b>	<b>34</b>	<b>30</b>	Somewhat easily	
<b>3</b>	<b>5</b>	<b>5</b>	Not too easily	
<b>1</b>	<b>2</b>	<b>3</b>	Not easily at all	
<b>1</b>	<b>1</b>	*	Don't know	
<b>0</b>	*	*	Refused	

**Q21** In your opinion, how much do you personally contribute to helping accomplish your organization's mission—a great deal, a fair amount, not too much or nothing at all?

NON PROFIT	FOR PROFIT	FED GOV	
<b>61</b>	<b>56</b>	<b>55</b>	A great deal
<b>36</b>	<b>38</b>	<b>39</b>	A fair amount
<b>2</b>	<b>4</b>	<b>5</b>	Not too much
*	<b>1</b>	*	Nothing at all
*	<b>1</b>	<b>0</b>	Don't know
*	*	*	Refused

**Q21a** Approximately how many people work for your organization?

NON PROFIT	
<b>5</b>	Less than 5
<b>17</b>	5 to 24
<b>11</b>	25 to 49
<b>8</b>	50 to 74
<b>11</b>	75 to 149
<b>48</b>	150 or more
<b>1</b>	Don't know
<b>0</b>	Refused

**Q22** In your opinion, how competent are the (Insert) your organization—very competent, somewhat competent, not too competent or not competent at all?

	Very Competent	Somewhat Competent	Not Too Competent	Not Competent at All	Don't Know	Refused	11
<b>a senior people who run</b>							
FOR PROFIT	<b>52</b>	<b>37</b>	<b>6</b>	<b>3</b>	<b>2</b>	*	
FEDERAL GOVERNMENT	<b>37</b>	<b>46</b>	<b>13</b>	<b>4</b>	*	*	
<b>a1 is the board of your organization</b>							
NONPROFIT	<b>47</b>	<b>40</b>	<b>8</b>	<b>2</b>	<b>3</b>	*	
<b>a2 is the executive director of your organization</b>							
NONPROFIT	<b>59</b>	<b>31</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>1</b>	
<b>b middle level managers at</b>							
FOR PROFIT	<b>39</b>	<b>41</b>	<b>7</b>	<b>4</b>	<b>7</b>	<b>2</b>	
FEDERAL GOVERNMENT	<b>32</b>	<b>53</b>	<b>9</b>	<b>3</b>	<b>2</b>	*	
<b>c middle level employees at<sup>2</sup></b>							n=1076
NONPROFIT	<b>45</b>	<b>46</b>	<b>5</b>	<b>1</b>	<b>2</b>	*	
FOR PROFIT	<b>37</b>	<b>51</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>1</b>	
FEDERAL GOVERNMENT	<b>40</b>	<b>52</b>	<b>4</b>	<b>2</b>	<b>3</b>	*	
<b>d lower level employees at</b>							
NONPROFIT	<b>34</b>	<b>54</b>	<b>7</b>	<b>1</b>	<b>4</b>	*	
FOR PROFIT	<b>25</b>	<b>53</b>	<b>11</b>	<b>4</b>	<b>6</b>	<b>1</b>	
FEDERAL GOVERNMENT	<b>29</b>	<b>56</b>	<b>8</b>	<b>3</b>	<b>3</b>	*	

<sup>2</sup> In the nonprofit survey, only respondents in organizations with 5 or more people were asked this question

**Q23** Over the last few years, has the quality of the (Insert) increased, stayed the same or decreased?

	Increased	Stayed the Same	Decreased	Don't Know	Refused	
<b>a senior people who run</b>						12
FOR PROFIT	<b>29</b>	<b>46</b>	<b>19</b>	<b>6</b>	*	
FEDERAL GOVERNMENT	<b>24</b>	<b>42</b>	<b>31</b>	<b>3</b>	*	
<b>a1 board</b>						
NONPROFIT	<b>31</b>	<b>48</b>	<b>11</b>	<b>10</b>	<b>1</b>	
<b>a2 executive director</b>						
NONPROFIT	<b>35</b>	<b>49</b>	<b>11</b>	<b>6</b>	*	
<b>b middle level managers at</b>						
FOR PROFIT	<b>26</b>	<b>46</b>	<b>15</b>	<b>11</b>	<b>1</b>	
FEDERAL GOVERNMENT	<b>24</b>	<b>52</b>	<b>22</b>	<b>3</b>	*	
<b>c middle level employees at<sup>3</sup></b>						n=1076
NONPROFIT	<b>35</b>	<b>50</b>	<b>11</b>	<b>4</b>	*	
FOR PROFIT	<b>27</b>	<b>52</b>	<b>12</b>	<b>8</b>	<b>1</b>	
FEDERAL GOVERNMENT	<b>23</b>	<b>59</b>	<b>14</b>	<b>3</b>	*	
<b>d lower level employees at</b>						
NONPROFIT	<b>30</b>	<b>49</b>	<b>14</b>	<b>6</b>	*	
FOR PROFIT	<b>23</b>	<b>47</b>	<b>18</b>	<b>11</b>	<b>1</b>	
FEDERAL GOVERNMENT	<b>21</b>	<b>55</b>	<b>20</b>	<b>4</b>	*	

<sup>3</sup> In the nonprofit survey, only respondents in organizations with 5 or more people were asked this question

**Q24** Which of the following pairs of words best describe the hiring process for new people for your organization? Does (Insert first word) or (Insert second word) best describe the hiring process?

	First Word	Second Word	Don't Know	Refused
<b>a Confusing/Simple</b>				
NONPROFIT	<b>23</b>	<b>72</b>	<b>5</b>	*
FOR PROFIT	<b>21</b>	<b>75</b>	<b>4</b>	*
FEDERAL GOVERNMENT	<b>57</b>	<b>37</b>	<b>6</b>	*
<b>b Fast/Slow</b>				
NONPROFIT	<b>44</b>	<b>50</b>	<b>5</b>	*
FOR PROFIT	<b>53</b>	<b>42</b>	<b>4</b>	1
FEDERAL GOVERNMENT	<b>18</b>	<b>79</b>	<b>3</b>	*
<b>c Fair/Unfair</b>				
NONPROFIT	<b>90</b>	<b>6</b>	<b>3</b>	*
FOR PROFIT	<b>90</b>	<b>7</b>	<b>3</b>	*
FEDERAL GOVERNMENT	<b>75</b>	<b>21</b>	<b>4</b>	1

**Q25** If you had to put yourself in one of these categories which one would fit best—the senior people who run your organization, the middle level managers, middle level employees or the lower level employees in your organization?

NON PROFIT	FOR PROFIT	FED GOV	
<b>21</b>	<b>16</b>	<b>5</b>	Senior people
<b>29</b>	<b>30</b>	<b>18</b>	Middle level managers
<b>42</b>	<b>43</b>	<b>64</b>	Middle level employees
<b>6</b>	<b>9</b>	<b>12</b>	Lower level employees
<b>2</b>	<b>2</b>	*	Don't know
<b>1</b>	*	<b>0</b>	Refused

**Q26** How good a job does your organization do attracting top candidates for jobs at your level in the organization—very good, somewhat good, not too good or not good at all?

NON PROFIT	FOR PROFIT	FED GOV	
<b>25</b>	<b>24</b>	<b>19</b>	Very good
<b>48</b>	<b>47</b>	<b>45</b>	Somewhat good
<b>18</b>	<b>15</b>	<b>20</b>	Not too good
<b>6</b>	<b>9</b>	<b>12</b>	Not good at all
<b>3</b>	<b>4</b>	<b>3</b>	Don't know
*	1	*	Refused

**Q27** And how good a job does your organization do retaining talented employees at your level in the organization—very good, somewhat good, not too good or not good at all?

NON PROFIT	FOR PROFIT	FED GOV	
<b>33</b>	<b>37</b>	<b>25</b>	Very good
<b>41</b>	<b>38</b>	<b>38</b>	Somewhat good
<b>17</b>	<b>16</b>	<b>25</b>	Not too good
<b>7</b>	<b>8</b>	<b>11</b>	Not good at all
<b>1</b>	<b>2</b>	<b>1</b>	Don't know
*	1	*	Refused

14

**Q28** And how good a job does your organization do disciplining poor performing employees at your level in the organization—very good, somewhat good, not too good or not good at all?

NON PROFIT	FOR PROFIT	FED GOV	
<b>15</b>	<b>22</b>	<b>9</b>	Very good
<b>37</b>	<b>30</b>	<b>21</b>	Somewhat good
<b>30</b>	<b>28</b>	<b>32</b>	Not too good
<b>14</b>	<b>15</b>	<b>35</b>	Not good at all
<b>4</b>	<b>4</b>	<b>3</b>	Don't know
*	1	*	Refused

**Q29** Now thinking about the layers of supervisors and managers between you and top management in your organization—would you say that there are too many layers of supervisors and managers, too few layers or the right number of layers of supervisors and managers?

FOR PROFIT	FED GOV	
<b>24</b>	<b>40</b>	Too many layers
<b>6</b>	<b>4</b>	Too few layers
<b>67</b>	<b>55</b>	The right number
<b>2</b>	<b>1</b>	Don't know
1	*	Refused

**Q30** Many organizations have reformed or reinvented how they work in recent years. Has your organization been reformed in the last five years, or not?

NON PROFIT	FOR PROFIT	FED GOV	
<b>60</b>	<b>56</b>	<b>73</b>	Yes
<b>36</b>	<b>37</b>	<b>26</b>	No
<b>4</b>	<b>6</b>	<b>1</b>	Don't know
*	*	*	Refused

**Q31** Has this reform made it a lot easier, somewhat easier, somewhat more difficult, or a lot more difficult for you to perform your job?

*Among those whose organization has been reformed in the past five years*

NON PROFIT	FOR PROFIT	FED GOV	
<b>21</b>	<b>22</b>	<b>9</b>	A lot easier
<b>40</b>	<b>38</b>	<b>33</b>	Somewhat easier
<b>24</b>	<b>23</b>	<b>32</b>	Somewhat more difficult
<b>6</b>	<b>8</b>	<b>17</b>	A lot more difficult
<b>8</b>	<b>9</b>	<b>8</b>	Don't know
*	*	*	Refused

n=680 n=560 n=757

15

**Q32** To what extent, does your organization have (Insert). Does it always, often, sometimes or rarely (have)?

*List items were rotated*

	Always	Often	Sometimes	Rarely	Don't Know	Refused
<b>a</b> access to the information needed to do its job well						
NONPROFIT	<b>40</b>	<b>39</b>	<b>18</b>	<b>2</b>	<b>1</b>	*
FOR PROFIT	<b>51</b>	<b>28</b>	<b>17</b>	<b>3</b>	*	0
FEDERAL GOVERNMENT	<b>40</b>	<b>34</b>	<b>22</b>	<b>3</b>	*	0
<b>b</b> the technological equipment needed to do its job well						
NONPROFIT	<b>37</b>	<b>34</b>	<b>24</b>	<b>4</b>	<b>1</b>	0
FOR PROFIT	<b>45</b>	<b>31</b>	<b>19</b>	<b>5</b>	*	0
FEDERAL GOVERNMENT	<b>36</b>	<b>34</b>	<b>24</b>	<b>6</b>	*	0
<b>c</b> enough employees to do its job well						
NONPROFIT	<b>21</b>	<b>35</b>	<b>32</b>	<b>11</b>	<b>1</b>	0
FOR PROFIT	<b>28</b>	<b>33</b>	<b>28</b>	<b>11</b>	*	*
FEDERAL GOVERNMENT	<b>15</b>	<b>25</b>	<b>34</b>	<b>25</b>	<b>1</b>	0
<b>d</b> access to the training needed to do its job well						
NONPROFIT	<b>32</b>	<b>36</b>	<b>25</b>	<b>6</b>	<b>1</b>	0
FOR PROFIT	<b>40</b>	<b>28</b>	<b>22</b>	<b>9</b>	<b>1</b>	*
FEDERAL GOVERNMENT	<b>30</b>	<b>30</b>	<b>29</b>	<b>11</b>	*	0

**Q33** Do you think that your organization ... ?

NON PROFIT	FOR PROFIT	FED GOV	
<b>11</b>	<b>12</b>	<b>19</b>	Needs major reforms,
<b>65</b>	<b>56</b>	<b>62</b>	is basically sound and needs only some reform, or that
<b>23</b>	<b>31</b>	<b>18</b>	doesn't need much change at all
<b>1</b>	<b>1</b>	<b>1</b>	Don't know
*	*	*	Refused

16

**Q34** In your opinion, what reforms are needed?

*Among those who say their organization needs major or some reform*

NON PROFIT	FOR PROFIT	FED GOV	
<b>92</b>	<b>94</b>	<b>94</b>	Gave Response
<b>7</b>	<b>5</b>	<b>5</b>	Don't know
<b>1</b>	<b>1</b>	<b>1</b>	Refused

n=868 n=698 n=850

**Q34a** Thinking about the mission of your organization, are there too few, too many or the right number of other nonprofit organizations that perform the same mission as your organization?

NON PROFIT	
<b>32</b>	Too few
<b>7</b>	Too many
<b>56</b>	Right number
<b>5</b>	Don't know
*	Refused

**Q34b** In your opinion, would it be good or bad for the organizations that perform the same mission to join together into one or more bigger organizations?

*Among those who say there are too many other nonprofits performing the same mission*

NON PROFIT	
<b>49</b>	Good
<b>47</b>	Bad
<b>4</b>	Don't know
<b>0</b>	Refused

n=75

**Q35** In your opinion, how easy would it be for you to get another job in a different organization—very easy, somewhat easy, not too easy or not easy at all?

NON PROFIT	FOR PROFIT	FED GOV	
<b>43</b>	<b>43</b>	<b>34</b>	Very easy
<b>39</b>	<b>38</b>	<b>38</b>	Somewhat easy
<b>11</b>	<b>11</b>	<b>16</b>	Not too easy
<b>5</b>	<b>7</b>	<b>11</b>	Not easy at all
<b>2</b>	<b>1</b>	<b>1</b>	Don't know
*	0	*	Refused

17

**Q36** All in all, how good a job does your organization do (Insert)—a very good, somewhat good, not too good or not at all good job?

*List items were rotated*

	Very Good	Somewhat Good	Not Too Good	Not Good at All	Don't Know	Refused
<b>a</b> running its programs and services						
NONPROFIT	<b>56</b>	<b>39</b>	<b>3</b>	<b>1</b>	<b>1</b>	*
FOR PROFIT	<b>44</b>	<b>47</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>0</b>
FEDERAL GOVERNMENT	<b>41</b>	<b>48</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>0</b>
<b>b</b> helping people						
NONPROFIT	<b>73</b>	<b>24</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>
FOR PROFIT	<b>51</b>	<b>38</b>	<b>6</b>	<b>3</b>	<b>2</b>	*
FEDERAL GOVERNMENT	<b>51</b>	<b>38</b>	<b>8</b>	<b>3</b>	<b>1</b>	*
<b>c</b> being fair in its decisions						
NONPROFIT	<b>45</b>	<b>47</b>	<b>6</b>	<b>1</b>	<b>1</b>	*
FOR PROFIT	<b>36</b>	<b>51</b>	<b>9</b>	<b>2</b>	<b>1</b>	*
FEDERAL GOVERNMENT	<b>29</b>	<b>55</b>	<b>13</b>	<b>3</b>	<b>1</b>	*
<b>d</b> spending its money wisely						
NONPROFIT	<b>44</b>	<b>38</b>	<b>11</b>	<b>4</b>	<b>2</b>	<b>0</b>
FOR PROFIT	<b>36</b>	<b>41</b>	<b>13</b>	<b>6</b>	<b>4</b>	*
FEDERAL GOVERNMENT	<b>22</b>	<b>43</b>	<b>22</b>	<b>11</b>	<b>2</b>	*
<b>e</b> making a positive change						
NONPROFIT	<b>57</b>	<b>35</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>

**Q37** Some people feel they accomplish something worthwhile at work, others don't. Do you feel you accomplish something worthwhile, or not?

NON PROFIT	FOR PROFIT	FED GOV	
<b>97</b>	<b>90</b>	<b>94</b>	Yes
<b>3</b>	<b>10</b>	<b>6</b>	No
*	*	<b>1</b>	Don't know
<b>0</b>	<b>0</b>	<b>0</b>	Refused

18

**Q38** When you tell your friends and neighbors where you work, do you feel very proud of the organization you work for, somewhat proud, not too proud or not proud at all?

NON PROFIT	FOR PROFIT	FED GOV	
<b>67</b>	<b>54</b>	<b>51</b>	Very proud
<b>29</b>	<b>39</b>	<b>40</b>	Somewhat proud
<b>3</b>	<b>4</b>	<b>5</b>	Not too proud
*	<b>3</b>	<b>3</b>	Not proud at all
*	*	<b>1</b>	Don't know
*	*	*	Refused

**Q39** Do you trust your organization to do the right thing just about always, most of the time, or only some of the time?

NON PROFIT	FOR PROFIT	FED GOV	
<b>44</b>	<b>37</b>	<b>25</b>	Always
<b>41</b>	<b>42</b>	<b>45</b>	Most of the time
<b>15</b>	<b>21</b>	<b>30</b>	Only some of the time
*	<b>1</b>	*	Don't know
*	<b>0</b>	*	Refused

**Q40** On another subject, who do you have the most confidence in to deliver services on the public's behalf?

NON PROFIT	FOR PROFIT	FED GOV	
<b>9</b>	<b>10</b>	<b>42</b>	The federal government
<b>14</b>	<b>14</b>	<b>7</b>	State and local government
<b>12</b>	<b>31</b>	<b>16</b>	For profit business that deliver goods or services to the public on behalf of a government, or
<b>54</b>	<b>33</b>	<b>23</b>	Nonprofit organizations
<b>10</b>	<b>11</b>	<b>11</b>	Don't know
<b>1</b>	<b>1</b>	<b>1</b>	Refused

**Q41** And who does the best job of (Insert), the federal government, state and local government, for profit business or nonprofit organizations:

*List items were rotated*

	Federal Government	State and Local Government	For Profit Business	Nonprofit Organizations	Don't Know	Refused	19
<b>a spending money wisely</b>							
NONPROFIT	<b>4</b>	<b>7</b>	<b>28</b>	<b>51</b>	<b>9</b>	<b>1</b>	
FOR PROFIT	<b>5</b>	<b>8</b>	<b>40</b>	<b>37</b>	<b>9</b>	<b>1</b>	
FEDERAL GOVERNMENT	<b>13</b>	<b>7</b>	<b>33</b>	<b>35</b>	<b>12</b>	<b>1</b>	
<b>b being fair in its decisions</b>							
NONPROFIT	<b>9</b>	<b>12</b>	<b>7</b>	<b>56</b>	<b>15</b>	<b>1</b>	
FOR PROFIT	<b>11</b>	<b>11</b>	<b>23</b>	<b>40</b>	<b>13</b>	<b>1</b>	
FEDERAL GOVERNMENT	<b>37</b>	<b>8</b>	<b>10</b>	<b>30</b>	<b>14</b>	<b>1</b>	
<b>c helping people</b>							
NONPROFIT	<b>8</b>	<b>10</b>	<b>5</b>	<b>68</b>	<b>9</b>	<b>1</b>	
FOR PROFIT	<b>10</b>	<b>12</b>	<b>13</b>	<b>56</b>	<b>7</b>	<b>1</b>	
FEDERAL GOVERNMENT	<b>32</b>	<b>10</b>	<b>6</b>	<b>42</b>	<b>8</b>	<b>1</b>	
<b>d making a positive change</b>							
NONPROFIT	<b>8</b>	<b>11</b>	<b>8</b>	<b>61</b>	<b>10</b>	<b>1</b>	

**Q42** In general, if you could choose, would you rather work for government, a for profit business, or a nonprofit organization?

NON PROFIT	FOR PROFIT	FED GOV	
<b>15</b>	<b>20</b>	<b>68</b>	Government
<b>13</b>	<b>58</b>	<b>15</b>	For profit business
<b>67</b>	<b>19</b>	<b>12</b>	Nonprofit
<b>4</b>	<b>3</b>	<b>4</b>	Don't know
<b>1</b>	*	<b>1</b>	Refused

**Q43** How many years in total have you worked for a nonprofit organization?

NON PROFIT	
<b>26</b>	1 – 5 years
<b>22</b>	6 – 10 years
<b>29</b>	11 – 20 years
<b>23</b>	More than 20 years
*	Don't know
*	Refused

**Q44** There have been a number of proposals over the past few years to improve nonprofit performance. Has|Have (Insert) improved your organization's performance a great deal, a fair amount, not too much or not at all?

*Among those who say they are senior people or managers and have worked in the sector for 10 or more years*

20

	A great deal	A fair amount	Not too much	Not at all	Don't know	Refused	
<b>a the creation of management standards</b>							
NONPROFIT	<b>23</b>	<b>39</b>	<b>21</b>	<b>11</b>	<b>6</b>	<b>0</b>	n=355
<b>b the encouragement to collaborate with other nonprofits</b>							
NONPROFIT	<b>27</b>	<b>44</b>	<b>16</b>	<b>10</b>	<b>3</b>	<b>0</b>	n=355
<b>c reducing duplication and overlap among nonprofits through mergers and alliances</b>							
NONPROFIT	<b>14</b>	<b>28</b>	<b>24</b>	<b>22</b>	<b>10</b>	<b>1</b>	n=355
<b>d the encouragement to do more strategic planning</b>							
NONPROFIT	<b>30</b>	<b>43</b>	<b>15</b>	<b>7</b>	<b>5</b>	<b>0</b>	n=355
<b>e an increased emphasis on outcomes measurement</b>							
NONPROFIT	<b>27</b>	<b>41</b>	<b>17</b>	<b>10</b>	<b>5</b>	<b>0</b>	n=355
<b>f increased openness to using standard business tools or techniques</b>							
NONPROFIT	<b>27</b>	<b>46</b>	<b>16</b>	<b>7</b>	<b>4</b>	<b>0</b>	n=355

**Q45** Thinking of similar jobs you might hold outside a nonprofit organization, how would you rate (Insert)—is it better, the same, or worse than similar jobs you might hold outside a nonprofit organization?

	Better	The same	Worse	Don't know	Refused
<b>a your salary</b>					
NONPROFIT	<b>18</b>	<b>30</b>	<b>49</b>	<b>2</b>	<b>1</b>
FEDERAL GOVERNMENT	<b>32</b>	<b>22</b>	<b>42</b>	<b>4</b>	*
<b>b your benefits</b>					
NONPROFIT	<b>33</b>	<b>37</b>	<b>26</b>	<b>2</b>	*
FEDERAL GOVERNMENT	<b>59</b>	<b>23</b>	<b>15</b>	<b>2</b>	1
<b>c the respect of family and friends</b>					
NONPROFIT	<b>41</b>	<b>51</b>	<b>6</b>	<b>2</b>	*
FEDERAL GOVERNMENT	<b>34</b>	<b>52</b>	<b>9</b>	<b>3</b>	1
<b>d your ability to make a difference</b>					
NONPROFIT	<b>58</b>	<b>32</b>	<b>8</b>	<b>2</b>	*
FEDERAL GOVERNMENT	<b>50</b>	<b>36</b>	<b>10</b>	<b>3</b>	1

D1 Sex (Observed)

NON PROFIT	FOR PROFIT	FED GOV	
<b>32</b>	<b>56</b>	<b>54</b>	Male
<b>68</b>	<b>44</b>	<b>46</b>	Female

21

D2 What is your age?

NON PROFIT	FOR PROFIT	FED GOV	
<b>11</b>	<b>27</b>	<b>5</b>	18-29
<b>23</b>	<b>27</b>	<b>22</b>	30-39
<b>33</b>	<b>25</b>	<b>31</b>	40-49
<b>26</b>	<b>15</b>	<b>34</b>	50-59
<b>5</b>	<b>5</b>	<b>5</b>	60-69
<b>1</b>	*	*	70 or older
*	*	*	Don't know
<b>1</b>	<b>1</b>	<b>2</b>	Refused

D5 Are you of Hispanic origin or descent, such as Mexican, Puerto Rican, Cuban or some other Latino background?

NON PROFIT	FOR PROFIT	FED GOV	
<b>6</b>	<b>6</b>	<b>4</b>	Yes
<b>93</b>	<b>93</b>	<b>95</b>	No
*	*	0	Don't know
*	1	1	Refused

D6 What is your race? White, African-American or black, Latino or Hispanic, Asian or some other race?

NON PROFIT	FOR PROFIT	FED GOV	
<b>84</b>	<b>83</b>	<b>81</b>	White
<b>7</b>	<b>5</b>	<b>11</b>	Black or African-American
<b>4</b>	<b>3</b>	<b>1</b>	Latino or Hispanic
<b>1</b>	<b>2</b>	<b>1</b>	Asian
<b>3</b>	<b>6</b>	<b>4</b>	Other
*	*	*	Don't know
<b>1</b>	<b>1</b>	<b>1</b>	Refused

**D7** What was the last grade or class you completed in school?

NON PROFIT	FOR PROFIT	FED GOV	
0	1	0	None, or grade 1-8
1	8	1	High school incomplete (grades 9-11)
12	30	22	High school graduate (grade 12 or GED certificate)
4	7	3	Business, technical or vocational school after high school
19	27	29	Some college, no four-year degree
28	22	27	College graduate
34	6	19	Post-graduate training or professional schooling
*	0	*	Don't know
*	*	*	Refused

22

**D8a** What type of work does the nonprofit organization you work for do?

NON PROFIT	
33	Health
25	General social services such as child, elderly or family services
7	Job training or economic or community development
29	Education
2	Arts
1	Environment
2	Science
1	Other (specify)
*	Don't Know
*	Refused

**D8b** Do you work for a local, national or international organization?

NON PROFIT	
79	Local organization
11	National organization
8	International organization
1	Don't Know
*	Refused

D8 Approximately how many years has your organization been in operation?

NON PROFIT	
4	Less than 7 years
8	7 to 15 years
18	16 to 30 years
70	More than 30 years
1	Don't Know
*	Refused

23

D9 Last year, what was your total household income from all sources before taxes? Just stop me when I get to the right category.

NON PROFIT	FOR PROFIT	FED GOV	
1	1	*	Less than \$10,000
3	6	1	\$10,000 to under \$20,000
11	12	4	\$20,000 to under \$30,000
13	16	9	\$30,000 to under \$40,000
14	13	11	\$40,000 to under \$50,000
23	19	30	\$50,000 to under \$75,000
15	12	18	\$75,000 to under \$100,000
11	12	16	\$100,000 or more
2	2	1	Don't know
8	6	8	Refused