

Health of the Public Service

Prepared by Princeton Survey Research Associates
for The Brookings Institution
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N=767 Total General Service

N=213 GS Managers/Supervisors (MGRS)

N=554 General Service, Non-Managers (GS)

N=177 Senior Executive Service (SES)

N=107 Presidential Management Interns (PMI)

N=411 Government managers (GOVT MGR)

N=640 Government non-managers (GOVT NON-MGR)

N=1051 Total Federal Government Workers (GOV)

N=247 Managers in for-profit business (BUS MGR)

N=253 Non-managers in for-profit business (BUS NON-MGR)

N=500 Workers in for-profit business (BUS)

Margin of error ±3% for entire government sample

Margin of error ±4% for business sample

Margin of error ±5% for comparison of total business to total government

Margin of error ±8% for comparison of non-manager GS to manager GS

Margin of error ±8% for comparison of non-manager GS to SES

Margin of error ±10% for comparison of non-manager GS to PMI

Q4 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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
77	60	79	45	77	60	88	36	62	61	A lot
17	28	16	38	17	28	11	49	27	27	Somewhat
3	7	3	12	3	7	1	14	7	8	A little
1	4	2	5	1	4	0	1	4	3	Not at all
*	*	0	*	*	*	0	0	*	*	Don't know
*	*	0	*	*	*	1	1	*	*	Refused

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

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
64	32	59	26	63	32	81	32	35	42	A lot
25	41	33	38	25	41	15	40	40	36	Some
9	17	6	24	9	17	3	24	16	16	A little
2	9	2	10	2	9	0	2	8	6	None
0	1	0	1	0	1	0	1	1	1	Don't know
*	*	*	0	*	*	1	1	*	*	Refused

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 randomized.

	A great extent	Somewhat	Not too much	Not at all	Don't know	Refused
a competitive with other employees						
GOVT MGRS	33	40	15	8	3	1
GOVT NON-MGRS	22	44	22	11	1	0
BUS MGRS	22	38	22	12	3	2
BUS NON-MGRS	23	36	23	15	3	1
GS MGRS	32	39	15	8	3	1
GS NON-MGRS	22	44	22	11	1	0
SES	36	47	7	2	5	2
PMI	13	41	35	9	2	0
GOV	23	44	21	11	2	*
BUS	23	37	23	13	3	1

b open to new ideas

GOVT MGRS	41	49	8	1	0	*
GOVT NON-MGRS	32	49	13	6	*	0
BUS MGRS	36	49	8	3	2	2
BUS NON-MGRS	31	52	13	4	0	0
GS MGRS	41	50	8	1	0	0
GS NON-MGRS	32	49	13	6	*	0
SES	55	41	3	0	0	1
PMI	29	50	14	7	0	0
GOV	33	49	12	5	*	*
BUS	34	50	11	4	1	1

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

Continued

	A great extent	Somewhat	Not too much	Not at all	Don't know	Refused
c willing to help other employees learn new skills						
GOVT MGRS	66	28	4	1	*	*
GOVT NON-MGRS	51	36	8	4	*	*
BUS MGRS	48	35	8	4	3	2
BUS NON-MGRS	48	36	13	2	1	0
GS MGRS	66	28	4	1	*	*
GS NON-MGRS	51	36	8	4	*	*
SES	68	29	2	0	0	0
PMI	52	34	11	3	0	0
GOV	52	36	8	4	*	*
BUS	48	36	10	3	2	1

d concerned about achieving your organization's mission						
GOVT MGRS	69	26	3	1	1	*
GOVT NON-MGRS	62	29	5	3	1	0
BUS MGRS	56	33	6	1	2	2
BUS NON-MGRS	54	31	11	4	0	0
GS MGRS	69	26	3	1	1	0
GS NON-MGRS	62	29	5	3	1	0
SES	85	13	1	0	0	1
PMI	66	27	5	2	0	0
GOV	63	28	5	3	1	*
BUS	55	32	8	3	1	1

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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
25	20	24	18	25	20	23	10	21	21	Great deal
49	36	43	37	49	36	56	38	37	40	Fair amount
19	32	21	32	19	32	20	44	31	27	Not too much
6	11	10	13	7	11	0	7	10	12	Not at all
*	*	1	*	0	*	1	1	*	*	Don't know
*	*	1	0	*	*	0	0	*	1	Refused

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 randomized.

a the job security/helping the public

	First item	Second item	Don't know	Refused
GOVT MGRS	59	38	2	1
GOVT NON-MGRS	66	31	3	*
BUS MGRS	71	22	7	1
BUS NON-MGRS	74	20	6	0
GS MGRS	60	37	2	*
GS NON-MGRS	66	31	3	*
SES	23	69	6	2
PMI	16	83	1	0
GOV	65	32	3	*
BUS	72	21	6	*

b the salary and benefits/the chance to make a difference

GOVT MGRS	54	41	5	1
GOVT NON-MGRS	70	26	4	*
BUS MGRS	66	27	5	3
BUS NON-MGRS	77	19	4	*
GS MGRS	55	39	5	1
GS NON-MGRS	70	26	4	*
SES	25	71	3	1
PMI	17	81	2	0
GOV	69	27	4	*
BUS	72	22	4	1

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?

Continued

	First item	Second item	Don't know	Refused
c doing something worthwhile/having a secure paycheck				
GOVT MGRS	52	45	3	*
GOVT NON-MGRS	35	60	4	*
BUS MGRS	34	62	3	1
BUS NON-MGRS	22	75	3	0
GS MGRS	51	46	3	0
GS NON-MGRS	35	60	4	*
SES	77	17	5	1
PMI	90	9	1	0
GOV	37	59	4	*
BUS	28	69	3	*

d pride in the organization/job security				
GOVT MGRS	44	50	5	*
GOVT NON-MGRS	28	68	4	*
BUS MGRS	41	53	4	2
BUS NON-MGRS	29	65	5	*
GS MGRS	43	52	5	0
GS NON-MGRS	28	68	4	*
SES	72	20	6	2
PMI	74	21	3	2
GOV	29	66	4	*
BUS	35	59	5	1

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

List items were randomized.

a innovative

	Very well	Somewhat well	Not too well	Not well at all	Don't know	Refused
GOVT MGRS	34	43	13	9	*	*
GOVT NON-MGRS	29	43	17	10	1	*
BUS MGRS	38	47	8	6	2	0
BUS NON-MGRS	40	39	9	8	4	0
GS MGRS	35	42	13	9	*	*
GS NON-MGRS	29	43	17	10	1	*
SES	29	54	15	2	1	0
PMI	16	39	33	12	0	0
GOV	29	43	16	10	1	*
BUS	39	43	8	7	3	0

b helpful

GOVT MGRS	55	37	5	3	1	*
GOVT NON-MGRS	52	37	6	4	*	*
BUS MGRS	54	39	5	1	1	0
BUS NON-MGRS	45	42	8	5	1	0
GS MGRS	55	37	5	3	*	0
GS NON-MGRS	52	37	6	4	*	*
SES	54	40	3	1	2	1
PMI	36	55	7	1	2	0
GOV	52	37	6	4	*	*
BUS	49	41	7	3	1	0

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

Continued

c fair

	Very well	Somewhat well	Not too well	Not well at all	Don't know	Refused
GOVT MGRS	47	44	4	4	1	0
GOVT NON-MGRS	40	42	11	6	*	*
BUS MGRS	56	36	5	3	0	0
BUS NON-MGRS	41	43	10	5	*	*
GS MGRS	47	45	4	4	1	0
GS NON-MGRS	40	42	11	6	*	*
SES	60	32	5	2	1	0
PMI	41	50	5	4	1	0
GOV	41	43	10	6	*	*
BUS	48	40	7	4	*	*

d trusted

GOVT MGRS	53	34	6	5	1	0
GOVT NON-MGRS	44	39	8	7	*	*
BUS MGRS	60	31	6	2	1	0
BUS NON-MGRS	46	40	8	6	1	0
GS MGRS	53	34	6	5	1	0
GS NON-MGRS	44	39	8	7	*	*
SES	54	38	5	2	2	0
PMI	44	42	11	3	0	0
GOV	45	39	8	7	*	*
BUS	53	35	7	4	1	0

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.

List items were read and randomized.

a The work I do is boring.

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Refused
GOVT MGRS	2	9	17	71	*	*
GOVT NON-MGRS	7	17	20	55	0	*
BUS MGRS	6	16	21	57	1	0
BUS NON-MGRS	10	14	26	50	*	0
GS MGRS	2	9	17	70	*	*
GS NON-MGRS	7	17	20	55	0	*
SES	1	5	9	85	0	0
PMI	5	17	19	60	0	0
GOV	7	16	20	57	*	*
BUS	8	15	24	53	*	0

b I'm given a chance to do the things I do best.

GOVT MGRS	56	37	5	3	0	0
GOVT NON-MGRS	45	37	10	9	0	0
BUS MGRS	57	33	6	4	0	0
BUS NON-MGRS	43	39	9	9	*	0
GS MGRS	55	37	5	3	0	0
GS NON-MGRS	45	37	10	9	0	0
SES	66	28	5	2	0	0
PMI	34	50	12	4	0	0
GOV	46	37	9	8	0	0
BUS	49	36	8	6	*	0

c My job is a dead-end with no future.

GOVT MGRS	6	10	20	63	1	*
GOVT NON-MGRS	14	16	24	46	1	*
BUS MGRS	11	11	22	56	0	0
BUS NON-MGRS	13	20	20	47	0	0
GS MGRS	6	10	20	63	1	*
GS NON-MGRS	14	16	24	46	1	*
SES	3	7	14	73	2	0
PMI	0	6	16	79	0	0
GOV	13	15	24	47	1	*
BUS	12	16	21	51	0	0

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

a your job overall

	Very satisfied	Somewhat satisfied	Not too satisfied	Not satisfied at all	Don't know	Refused
GOVT MGRS	59	34	6	1	0	0
GOVT NON-MGRS	49	41	7	4	0	0
BUS MGRS	45	46	7	3	0	0
BUS NON-MGRS	33	56	7	3	*	0
GS MGRS	59	35	6	1	0	0
GS NON-MGRS	49	41	7	4	0	0
SES	69	25	6	1	0	0
PMI	37	54	6	3	0	0
GOV	49	40	7	3	0	0
BUS	38	51	7	3	*	0

b your salary

GOVT MGRS	42	50	5	2	0	1
GOVT NON-MGRS	35	52	8	6	0	*
BUS MGRS	33	45	11	10	1	*
BUS NON-MGRS	23	55	12	10	1	0
GS MGRS	42	50	5	2	0	1
GS NON-MGRS	35	52	8	6	0	*
SES	47	44	6	4	0	0
PMI	28	52	15	5	0	0
GOV	35	52	7	5	0	*
BUS	27	50	12	10	1	*

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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
16	13	21	15	15	13	21	10	14	18	Very high
57	45	57	45	57	45	63	55	46	50	Somewhat high
20	31	20	28	21	31	13	27	30	24	Somewhat low
6	11	1	12	7	11	3	7	11	7	Very low
0	*	1	1	0	*	0	0	*	1	Don't know
0	0	1	0	0	0	0	0	0	*	Refused

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

List items were randomized.

	Very satisfied	Somewhat satisfied	Not too satisfied	Not satisfied at all	Don't know	Refused
a your opportunity for advancement						
GOVT MGRS	32	46	13	7	2	1
GOVT NON-MGRS	23	42	18	16	1	*
BUS MGRS	32	44	15	7	1	1
BUS NON-MGRS	21	49	16	12	1	0
GS MGRS	31	46	14	7	1	*
GS NON-MGRS	23	42	18	16	1	*
SES	40	40	10	5	5	2
PMI	38	42	14	5	1	0
GOV	24	43	17	15	1	*
BUS	27	47	16	9	1	*

b your opportunity to develop new skills						
GOVT MGRS	40	48	8	4	0	*
GOVT NON-MGRS	36	42	13	9	1	0
BUS MGRS	41	41	11	5	1	*
BUS NON-MGRS	36	42	11	10	1	0
GS MGRS	40	48	8	4	0	0
GS NON-MGRS	36	42	13	9	1	0
SES	47	45	7	1	0	1
PMI	39	43	14	4	0	0
GOV	36	42	12	9	*	*
BUS	39	41	11	7	1	*

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

Continued

	Very satisfied	Somewhat satisfied	Not too satisfied	Not satisfied at all	Don't know	Refused
c the public respect for the type of work you are doing						
GOVT MGRS	39	39	15	5	2	*
GOVT NON-MGRS	35	46	11	7	1	1
BUS MGRS	42	39	13	4	2	0
BUS NON-MGRS	34	45	11	7	3	0
GS MGRS	39	38	15	5	2	*
GS NON-MGRS	35	46	11	7	1	1
SES	32	45	16	5	2	0
PMI	29	40	25	6	0	0
GOV	36	45	11	7	1	1
BUS	38	42	12	6	3	0

d your opportunity to accomplish something worthwhile

GOVT MGRS	59	35	5	1	1	0
GOVT NON-MGRS	46	42	7	5	0	0
BUS MGRS	45	45	9	1	*	0
BUS NON-MGRS	31	49	11	7	1	0
GS MGRS	58	35	5	1	1	0
GS NON-MGRS	46	42	7	5	0	0
SES	72	24	3	1	0	0
PMI	50	40	9	1	0	0
GOV	47	42	7	4	*	0
BUS	38	47	10	4	1	0

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

List items were randomized.

a there is little room for advancement

	Yes	No	Don't know	Refused
GOVT MGRS	79	20	*	0
GOVT NON-MGRS	76	23	0	1
BUS MGRS	68	32	0	0
BUS NON-MGRS	84	16	0	0
GS MGRS	80	20	0	0
GS NON-MGRS	76	23	0	1
SES	76	20	4	0
PMI	90	10	0	0
GOV	77	23	*	1
BUS	77	23	0	0

b you don't have the skills or credentials for advancement

GOVT MGRS	4	96	0	0
GOVT NON-MGRS	15	83	1	1
BUS MGRS	11	89	0	0
BUS NON-MGRS	14	83	3	0
GS MGRS	5	95	0	0
GS NON-MGRS	15	83	1	1
SES	0	100	0	0
PMI	5	95	0	0
GOV	14	84	1	1
BUS	13	85	2	0

c you think the system for advancement isn't fair

GOVT MGRS	43	57	*	*	n = 71
GOVT NON-MGRS	59	37	4	0	n = 205
BUS MGRS	49	49	2	0	n = 54
BUS NON-MGRS	42	56	2	0	n = 73
GS MGRS	43	57	0	0	n = 44
GS NON-MGRS	59	37	4	0	n = 187
SES	24	68	4	4	n = 25
PMI	55	40	5	0	n = 20
GOV	58	38	4	*	n = 276
BUS	45	53	2	0	n = 127

Based on those who are "not too satisfied" or "not satisfied" with opportunity for advancement

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

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	Mean
17.8%	24.0%	25.7%	25.7%	17.9%	24.0%	14.3%	23.9%	23.5%	25.7%	
9	5	13	7	9	5	3	4	5	10	0%
23	18	9	15	23	18	25	8	18	12	1-5%
23	20	14	13	23	20	28	23	20	13	6-10%
24	23	24	26	24	23	29	33	23	25	11-25%
17	25	26	27	17	25	12	21	24	26	26-50%
4	8	9	9	4	8	0	9	8	9	51-100%
1	2	3	3	*	2	2	0	2	3	Don't know
*	*	1	1	0	*	1	1	*	1	Refused

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

Responses were read.

GOVERNMENT		BUSINESS		
MGRS	NON	MGRS	NON	
13	17	27	22	They do not have the training to do their jobs well.
31	37	23	30	My organization does not ask enough of them.
38	31	37	30	They are not qualified for their jobs.
15	12	13	18	Don't know
3	3	1	*	Refused
379	598	209	224	Based on those who say one percent or more of the people they work with are performing poorly

TOTAL GS				TOTAL		
MGRS	NON	SES	PMI	GOV	BUS	
13	17	13	17	16	24	They do not have the training to do their jobs well.
31	37	28	56	37	26	My organization does not ask enough of them.
38	31	47	23	31	33	They are not qualified for their jobs.
15	12	11	2	12	16	Don't know
3	3	1	3	3	1	Refused
193	515	167	102	977	433	Based on those who say one percent or more of the people they work with are performing poorly

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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
79	61	63	50	78	61	84	72	63	56	Very easily
18	31	30	41	18	31	14	23	30	36	Somewhat easily
3	5	4	6	3	5	1	4	5	5	No too easily
*	3	3	2	*	3	1	1	3	2	Not easily at all
*	0	1	2	0	0	1	0	*	1	Don't know
0	*	*	0	0	*	0	0	*	*	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?

GOVERNMENT		BUSINESS		TOTAL GS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
66	54	68	47	66	54	71	37	55	57	A great deal
31	40	27	47	31	40	25	50	39	37	A fair amount
3	5	4	6	3	5	3	12	5	5	Not too much
0	1	1	*	0	1	0	0	*	*	Nothing at all
0	0	0	1	0	0	0	0	0	*	Don't know
*	0	0	0	0	0	1	0	*	0	Refused

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

a senior people who run

	Very competent	Somewhat competent	Not too competent	Not competent at all	Don't know	Refused
GOVT MGRS	51	36	8	3	1	*
GOVT NON-MGRS	36	46	13	4	*	*
BUS MGRS	54	36	6	1	2	1
BUS NON-MGRS	48	34	10	4	3	0
GS MGRS	51	37	8	3	1	*
GS NON-MGRS	36	46	13	4	*	*
SES	63	30	3	1	2	1
PMI	49	40	10	1	0	0
GOV	37	46	13	4	*	*
BUS	51	35	8	3	2	*

b middle level managers at

GOVT MGRS	46	47	4	2	1	*
GOVT NON-MGRS	31	53	10	3	2	*
BUS MGRS	38	45	5	3	7	3
BUS NON-MGRS	34	41	10	6	8	1
GS MGRS	46	47	4	2	1	0
GS NON-MGRS	31	53	10	3	2	*
SES	58	40	1	0	1	1
PMI	29	61	8	2	0	0
GOV	32	53	9	3	2	*
BUS	36	43	7	5	7	2

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

Continued

	Very competent	Somewhat competent	Not too competent	Not competent at all	Don't know	Refused
c middle level employees at						
GOVT MGRS	49	45	5	1	1	*
GOVT NON-MGRS	39	53	4	2	3	*
BUS MGRS	31	54	5	3	6	2
BUS NON-MGRS	34	57	4	2	3	*
GS MGRS	49	45	5	1	1	0
GS NON-MGRS	39	53	4	2	3	*
SES	54	43	2	1	1	1
PMI	36	59	3	1	1	0
GOV	40	52	4	2	3	*
BUS	33	55	4	2	4	1

d lower level employees at

GOVT MGRS	32	52	11	3	1	1
GOVT NON-MGRS	29	56	8	3	3	*
BUS MGRS	22	52	9	7	8	2
BUS NON-MGRS	27	54	9	6	4	0
GS MGRS	32	52	11	3	1	1
GS NON-MGRS	29	56	8	3	3	*
SES	30	56	11	1	1	1
PMI	18	52	24	4	2	0
GOV	29	56	8	3	3	*
BUS	24	53	9	6	6	1

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
a senior people who run your organization					
GOVT MGRS	25	46	28	1	0
GOVT NON-MGRS	24	42	31	3	*
BUS MGRS	35	44	17	4	1
BUS NON-MGRS	24	44	23	9	0
GS MGRS	24	46	28	1	0
GS NON-MGRS	24	42	31	3	*
SES	27	49	21	2	0
PMI	18	45	13	21	3
GOV	24	42	31	3	*
BUS	29	44	20	6	*

b middle level managers at your organization					
GOVT MGRS	23	60	17	*	0
GOVT NON-MGRS	24	51	22	3	*
BUS MGRS	33	44	13	7	3
BUS NON-MGRS	19	49	18	14	1
GS MGRS	23	60	17	0	0
GS NON-MGRS	24	51	22	3	*
SES	25	58	14	2	0
PMI	18	52	8	21	1
GOV	24	52	22	3	*
BUS	25	47	16	11	2

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

Continued

	Increased	Stayed the same	Decreased	Don't know	Refused
c middle level employees at your organization					
GOVT MGRS	21	64	15	1	0
GOVT NON-MGRS	23	59	14	4	*
BUS MGRS	32	46	13	7	2
BUS NON-MGRS	18	60	13	8	*
GS MGRS	21	64	15	*	0
GS NON-MGRS	23	59	14	4	0
SES	26	57	15	2	0
PMI	16	56	6	21	1
GOV	23	59	14	3	*
BUS	25	53	13	8	1

d lower level employees at your organization					
GOVT MGRS	22	52	24	2	*
GOVT NON-MGRS	21	55	19	4	*
BUS MGRS	25	45	20	8	2
BUS NON-MGRS	18	46	24	13	0
GS MGRS	22	52	24	1	*
GS NON-MGRS	21	55	19	4	*
SES	20	56	19	4	1
PMI	15	56	6	22	1
GOV	21	55	20	4	*
BUS	22	45	22	10	1

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?

a confusing/simple

	First word	Second word	Don't know	Refused
GOVT MGRS	58	37	4	1
GOVT NON-MGRS	57	37	6	*
BUS MGRS	18	77	4	1
BUS NON-MGRS	26	69	5	0
GS MGRS	57	37	4	1
GS NON-MGRS	57	37	6	*
SES	67	28	4	1
PMI	85	10	4	1
GOV	57	37	6	*
BUS	22	73	4	1

b fast/slow

GOVT MGRS	11	83	5	1
GOVT NON-MGRS	18	78	3	*
BUS MGRS	55	38	5	2
BUS NON-MGRS	50	47	3	0
GS MGRS	11	83	5	1
GS NON-MGRS	18	78	3	*
SES	12	86	1	0
PMI	3	94	2	1
GOV	18	79	3	*
BUS	52	43	4	1

c fair/unfair

GOVT MGRS	82	14	3	*
GOVT NON-MGRS	74	21	4	1
BUS MGRS	90	7	2	1
BUS NON-MGRS	85	12	3	0
GS MGRS	82	15	3	0
GS NON-MGRS	74	21	4	1
SES	87	10	2	1
PMI	74	22	2	2
GOV	75	21	4	1
BUS	88	9	2	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?

GOVERNMENT		BUSINESS		
MGRS	NON	MGRS	NON	
27	3	34	0	Senior people
65	14	66	0	Middle level managers
7	69	0	82	Middle level employees
0	13	0	14	Lower level employees
0	*	0	3	Don't know
0	0	0	0	Refused

GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	SES	PMI	GOV	BUS	
24	3	88	12	5	16	Senior people
67	14	10	19	18	31	Middle level managers
8	69	2	64	64	43	Middle level employees
*	13	0	6	12	8	Lower level employees
*	*	1	0	*	2	Don't know
0	0	0	0	0	0	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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
21	19	26	21	21	19	36	22	19	23	Very good
45	45	46	43	46	45	41	42	45	45	Somewhat good
19	20	14	22	19	20	15	24	20	18	Not too good
11	12	9	11	11	12	2	11	12	10	Not good at all
4	3	4	3	4	3	3	0	3	3	Don't know
*	*	2	0	0	*	2	0	*	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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
31	24	36	29	31	24	43	7	25	32	Very good
41	38	39	36	41	38	42	40	38	37	Somewhat good
18	26	14	22	19	26	11	39	25	18	Not too good
9	11	7	11	9	11	3	12	11	9	Not good at all
*	1	3	2	0	1	1	1	1	2	Don't know
*	0	2	0	0	0	1	0	*	1	Refused

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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
12	9	20	18	12	9	10	4	9	19	Very good
21	21	33	24	21	21	27	11	21	28	Somewhat good
32	32	26	35	32	32	32	36	32	31	Not too good
33	35	14	19	33	35	24	44	35	16	Not good at all
1	3	5	4	*	3	6	6	3	5	Don't know
1	0	2	1	1	0	1	0	*	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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
27	41	22	26	28	41	11	35	40	24	Too many layers
4	4	8	4	4	4	2	4	4	6	Too few layers
69	53	66	69	68	53	83	60	55	67	The right number
1	1	2	1	*	1	3	2	1	2	Don't know
*	0	2	*	0	0	1	0	*	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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
77	72	58	54	77	72	72	61	73	56	Yes
22	26	37	36	22	26	26	28	26	37	No
1	1	4	10	*	1	2	11	1	7	Don't know
*	0	1	0	*	0	0	0	*	*	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?

GOVERNMENT		BUSINESS		
MGRS	NON	MGRS	NON	
9	9	24	17	A lot easier
36	33	40	39	Somewhat easier
30	32	20	25	Somewhat more difficult
15	17	8	10	A lot more difficult
11	8	8	10	Don't know
*	*	0	0	Refused
306	451	144	139	Based on those whose organization has been reformed in the last five years

GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	SES	PMI	GOV	BUS	
8	9	14	12	9	20	A lot easier
35	33	46	29	33	39	Somewhat easier
30	33	22	22	32	22	Somewhat more difficult
15	17	8	8	17	9	A lot more difficult
11	8	5	28	8	9	Don't know
0	*	5	2	*	0	Refused
165	400	127	65	757	283	Based on those whose organization has been reformed in the last five years

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

List items were randomized.

	Always	Often	Sometimes	Rarely	Don't know	Refused
a access to the information needed to do its job well						
GOVT MGRS	43	35	18	2	1	0
GOVT NON-MGRS	40	34	22	4	*	0
BUS MGRS	52	27	17	4	0	0
BUS NON-MGRS	50	30	17	3	0	0
GS MGRS	44	35	18	2	1	0
GS NON-MGRS	40	34	22	4	*	0
SES	35	45	19	1	0	0
PMI	18	51	27	4	0	0
GOV	40	34	22	3	*	0
BUS	51	29	17	3	0	0

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

Continued

b the technological equipment needed to do its job well

GOVT MGRS	37	34	24	5	0	0
GOVT NON-MGRS	36	34	24	6	*	0
BUS MGRS	48	27	20	6	0	0
BUS NON-MGRS	43	36	14	7	*	0
GS MGRS	38	34	24	5	0	0
GS NON-MGRS	36	34	24	6	*	0
SES	29	42	24	5	0	0
PMI	16	41	32	11	0	0
GOV	36	34	24	6	*	0
BUS	45	31	17	6	*	0

c enough employees to do its job well

GOVT MGRS	14	25	38	22	*	0
GOVT NON-MGRS	15	25	34	25	1	0
BUS MGRS	28	32	26	14	0	0
BUS NON-MGRS	22	36	27	14	0	*
GS MGRS	14	25	38	22	*	0
GS NON-MGRS	15	25	34	25	1	0
SES	8	27	37	28	0	0
PMI	7	25	35	32	1	0
GOV	15	25	34	25	1	0
BUS	25	34	27	14	0	*

d access to the training needed to do its job well

GOVT MGRS	36	30	26	7	1	0
GOVT NON-MGRS	30	30	29	11	*	0
BUS MGRS	39	29	21	10	0	1
BUS NON-MGRS	41	25	26	8	*	0
GS MGRS	36	30	26	7	1	0
GS NON-MGRS	30	30	29	11	*	0
SES	21	45	24	10	0	0
PMI	10	36	35	20	0	0
GOV	30	30	29	11	*	0
BUS	40	27	23	9	*	*

Q33 Do you think that your organization ... ?

Responses were read.

GOVERNMENT				BUSINESS		
MGRS	NON			MGRS	NON	
11	20			8	14	needs major reforms
63	62			64	57	is basically sound and needs only some reform
24	17			28	29	doesn't need much change at all
*	1			1	*	Don't know
1	0			0	0	Refused

GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	SES	PMI	GOV	BUS	
11	20	14	27	19	11	needs major reforms
63	62	64	64	62	60	is basically sound and needs only some reform
24	17	21	7	18	28	doesn't need much change at all
*	1	1	1	1	1	Don't know
1	0	0	0	*	0	Refused

Q34 In your opinion, what reforms are needed?

GOVERNMENT				BUSINESS		
MGRS	NON			MGRS	NON	
93	94			97	93	Gave Response
5	5			2	7	Don't know
3	1			1	0	Refused
318	532			182	179	Based on those who say their organization needs major or some reform

GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	SES	PMI	GOV	BUS	
92	94	94	94	94	95	Gave Response
5	5	4	3	5	5	Don't know
3	1	2	3	1	*	Refused
159	455	138	98	850	361	Based on those who say their organization needs major or some reform

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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
44	33	52	38	44	33	41	50	34	45	Very easy
37	38	32	47	37	38	36	42	38	40	Somewhat easy
13	16	8	8	13	16	15	6	16	8	Not too easy
6	11	5	6	6	11	5	2	11	6	Not easy at all
1	1	2	1	*	1	2	0	1	1	Don't know
*	*	0	0	0	*	1	0	*	0	Refused

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?

	Very good	Somewhat good	Not too good	Not at all good	Don't know	Refused
a running its programs and services						
GOVT MGRS	50	42	5	1	1	0
GOVT NON-MGRS	40	49	9	2	1	0
BUS MGRS	45	48	6	1	*	0
BUS NON-MGRS	38	49	8	2	3	0
GS MGRS	50	42	5	1	1	0
GS NON-MGRS	40	49	9	2	1	0
SES	58	40	2	0	0	0
PMI	36	56	6	1	2	0
GOV	41	48	9	2	1	0
BUS	41	48	7	2	2	0

b helping people

GOVT MGRS	57	36	5	*	1	*
GOVT NON-MGRS	50	38	8	3	1	0
BUS MGRS	51	40	5	2	*	*
BUS NON-MGRS	43	42	8	4	3	0
GS MGRS	57	36	5	*	1	0
GS NON-MGRS	50	38	8	3	1	0
SES	52	44	4	0	0	1
PMI	50	42	3	2	3	0
GOV	51	38	8	3	1	*
BUS	47	41	7	3	2	*

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?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
68	49	60	41	68	49	69	54	51	50	Very proud
28	41	36	48	28	41	29	43	40	42	Somewhat proud
2	5	3	6	2	5	1	1	5	4	Not too proud
*	3	1	5	*	3	0	2	3	3	Not proud at all
1	1	0	*	1	1	0	0	1	*	Don't know
*	*	*	0	*	*	0	0	*	*	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?

GOVERNMENT		BUSINESS		
MGRS	NON	MGRS	NON	
32	24	44	27	Always
45	45	39	45	Most of the time
23	31	17	27	Only some of the time
0	*	0	1	Don't know
0	*	0	0	Refused

GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	SES	PMI	GOV	BUS	
32	24	37	21	25	35	Always
45	45	51	51	45	42	Most of the time
23	31	12	28	30	22	Only some of the time
0	*	0	0	*	1	Don't know
0	*	0	0	*	0	Refused

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

Responses were read.

GOVERNMENT		BUSINESS		
MGRS	NON	MGRS	NON	
55	40	11	7	The federal government
6	7	15	17	State and local government
11	17	35	28	For profit businesses that deliver goods or services
14	24	32	42	Nonprofit organizations
12	11	7	6	Don't know
2	1	*	0	Refused

GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	SES	PMI	GOV	BUS	
55	40	57	46	42	9	The federal government
6	7	7	18	7	16	State and local government
11	17	6	8	16	31	For profit businesses that deliver goods or services
14	24	7	17	23	37	Nonprofit organizations
12	11	21	10	11	7	Don't know
2	1	3	1	1	*	Refused

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

a spending money wisely

	Federal government	State and local government	For profit business	Nonprofit organizations	Don't know	Refused
GOVT MGRS	17	8	34	29	11	1
GOVT NON-MGRS	12	7	33	35	12	1
BUS MGRS	6	7	46	37	4	0
BUS NON-MGRS	5	10	37	41	7	*
GS MGRS	17	8	34	29	11	1
GS NON-MGRS	12	7	33	35	12	1
SES	18	5	37	18	21	2
PMI	17	9	32	30	12	0
GOV	13	7	33	35	12	1
BUS	5	9	41	39	6	*

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

Continued

b being fair in its decisions

	Federal government	State and local government	For profit business	Nonprofit organizations	Don't know	Refused
GOVT MGRS	49	7	8	21	13	1
GOVT NON-MGRS	36	8	11	30	14	1
BUS MGRS	10	13	31	37	9	0
BUS NON-MGRS	7	14	19	48	11	*
GS MGRS	48	8	8	22	13	1
GS NON-MGRS	36	8	11	31	14	1
SES	63	3	3	10	18	3
PMI	51	10	5	20	14	0
GOV	37	8	10	30	14	1
BUS	8	14	25	43	10	*

c helping people

GOVT MGRS	38	12	7	30	10	2
GOVT NON-MGRS	32	10	6	43	8	1
BUS MGRS	8	14	18	58	2	0
BUS NON-MGRS	6	11	11	67	4	0
GS MGRS	38	12	8	31	10	2
GS NON-MGRS	32	10	6	43	8	1
SES	37	15	5	26	14	3
PMI	29	18	2	41	10	0
GOV	32	10	6	42	8	1
BUS	7	13	14	63	3	0

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

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
70	67	13	23	70	67	74	70	68	18	Government
17	15	62	57	17	15	10	6	15	59	For profit business
8	12	25	18	8	12	8	20	12	21	Nonprofit
4	5	*	2	4	5	7	5	4	1	Don't know
*	1	0	0	*	1	1	0	1	0	Refused

Q43 What is your pay grade?*

GOVERNMENT		GOVERNMENT COMPONENTS				TOTAL	
MGRS	NON	MGRS	NON	SES	PMI	GOV	
0	1	0	1	0	0	*	GS - 1
0	0	0	0	0	0	0	GS - 2
0	1	0	1	0	0	1	GS - 3
0	3	0	3	0	0	2	GS - 4
0	6	0	6	0	0	5	GS - 5
0	6	0	6	0	0	6	GS - 6
0	9	0	9	0	0	8	GS - 7
0	4	0	4	0	0	3	GS - 8
*	11	0	11	0	16	10	GS - 9
0	3	0	3	0	0	3	GS - 10
5	13	5	13	0	22	12	GS - 11
15	16	15	16	0	23	16	GS - 12
18	6	19	6	0	19	7	GS - 13
14	3	15	3	0	0	4	GS - 14
12	*	12	*	0	2	1	GS - 15
4	0	0	0	100	8	*	SES
15	11	15	11	0	3	11	Other
0	3	0	3	0	0	2	Don't know
18	6	18	6	0	7	7	Refused

* Pay grades include the GS (General Schedule) scale, which runs from GS-1 to GS-15 and the SES (Senior Executive Service) scale, which runs from SES-1 to SES-6.

Q44 Is your position a supervisory one, or not?

GOVERNMENT		GOVERNMENT COMPONENTS				TOTAL	
MGRS	NON	MGRS	NON	SES	PMI	GOV	
79	0	78	0	97	20	7	Yes
21	99	22	99	3	80	92	No
*	*	*	*	0	0	*	Don't know
0	1	0	1	0	0	1	Refused

Q45 How many people do you supervise?

GOVERNMENT		GOVERNMENT COMPONENTS				TOTAL	
MGRS	NON	MGRS	NON	SES	PMI	GOV	
16	0	17	0	3	19	16	1-4
15	0	16	0	11	19	15	5-9
16	0	16	0	15	24	16	10-14
10	0	10	0	1	0	10	15-19
10	0	10	0	10	10	10	20-29
7	0	7	0	8	5	7	30-49
12	0	11	0	17	0	12	50-99
10	0	10	0	22	19	10	100-499
2	0	2	0	13	0	2	500+
*	0	0	0	0	5	*	Don't know
2	0	2	0	0	0	2	Refused
359	0	166	0	172	21	359	Based on those who are supervisors

Q46 How many years in total have you worked in government?

GOVERNMENT		GOVERNMENT COMPONENTS				TOTAL	
MGRS	NON	MGRS	NON	SES	PMI	GOV	
3	8	3	8	2	78	8	1-4
7	9	8	9	3	7	9	5-9
12	21	12	21	5	4	20	10-14
13	17	13	17	7	3	17	15-19
24	17	24	17	19	4	17	20-24
18	14	18	14	27	3	14	25-29
23	13	23	13	36	3	14	30+
*	0	0	0	1	0	*	Don't know
0	1	0	1	0	0	*	Refused

Q47 In your opinion, does (Insert) generally act in ways that improve or worsen the management of your organization?

a Congress

	Improve	Worsen	Don't know	Refused
GOVT MGRS	35	51	12	1
GOVT NON-MGRS	23	64	13	0
GS MGRS	36	51	12	1
GS NON-MGRS	23	64	13	0
SES	25	63	10	2
PMI	26	58	16	0
GOV	27	60	13	*

b the President

GOVT MGRS	44	30	23	3	n = 289
GOVT NON-MGRS	36	47	15	2	n = 63
GS MGRS	44	30	23	3	n = 97
GS NON-MGRS	36	47	15	2	n = 47
SES	42	32	21	5	n = 177
PMI	35	39	26	0	n = 31
GOV	39	41	18	2	n = 352

Based on those who are GS 13-15 or SES

Q48 Now thinking about management reform over the past five years, would you say there has been too little management reform in your organization, too much, or just the right amount?

GOVERNMENT		GOVERNMENT COMPONENTS				TOTAL	
MGRS	NON	MGRS	NON	SES	PMI	GOV	
25	32	24	32	30	35	29	Too little
28	32	29	32	18	6	31	Too much
46	34	45	34	50	53	38	Just the right amount
1	2	1	2	1	6	2	Don't know
*	0	0	0	1	0	*	Refused
280	52	95	47	173	17	332	Based on those who are GS 13-15 or SES and have worked in government five years or more

Q49 Thinking about the past ten years, how would you rate the following initiatives? Was the effort to (Insert) very successful, somewhat successful, not too successful or not successful at all?

	Very successful	Somewhat successful	Not too successful	Not successful at all	Don't know	Refused
a measure government results						
GOVT MGRS	6	41	35	17	1	*
GOVT NON-MGRS	2	32	37	24	5	0
GS MGRS	6	41	35	17	1	0
GS NON-MGRS	2	32	37	24	5	0
SES	5	38	37	19	1	1
PMI	0	43	43	14	0	0
GOV	4	35	36	22	4	*
b streamline procurement						
GOVT MGRS	22	45	14	12	7	*
GOVT NON-MGRS	12	34	20	12	22	0
GS MGRS	23	44	14	13	7	0
GS NON-MGRS	12	34	20	12	22	0
SES	16	51	13	7	11	1
PMI	14	57	14	14	0	0
GOV	16	38	17	12	17	*
c reduce internal rules						
GOVT MGRS	8	44	26	19	3	*
GOVT NON-MGRS	7	32	29	22	10	0
GS MGRS	8	44	25	19	3	0
GS NON-MGRS	7	32	29	22	10	0
SES	6	46	31	14	3	1
PMI	14	21	50	14	0	0
GOV	7	36	28	21	7	*

Q49 Thinking about the past ten years, how would you rate the following initiatives? Was the effort to (Insert) very successful, somewhat successful, not too successful or not successful at all?

Continued

	Very successful	Somewhat successful	Not too successful	Not successful at all	Don't know	Refused
d improve information technology						
GOVT MGRS	46	45	8	1	*	0
GOVT NON-MGRS	27	59	10	2	2	0
GS MGRS	47	44	8	1	0	0
GS NON-MGRS	27	59	10	2	2	0
SES	39	53	5	2	1	0
PMI	29	64	7	0	0	0
GOV	34	54	9	2	2	0

e improve financial management

GOVT MGRS	17	49	18	10	7	0
GOVT NON-MGRS	7	34	29	15	12	2
GS MGRS	17	48	18	10	7	0
GS NON-MGRS	7	34	29	15	12	2
SES	18	61	10	7	4	0
PMI	14	57	21	7	0	0
GOV	11	39	25	13	10	2

f reduce fraud, waste, and abuse

GOVT MGRS	21	56	9	6	8	*	n = 266
GOVT NON-MGRS	10	51	12	12	15	0	n = 44
GS MGRS	22	56	9	6	8	0	n = 88
GS NON-MGRS	10	51	12	12	15	0	n = 41
SES	19	59	10	4	8	1	n = 167
PMI	29	57	7	0	7	0	n = 14
GOV	14	53	11	10	12	*	n = 310

Based on those who are GS 13-15 or SES and have worked in government ten years or more

Q50 Thinking of similar jobs you might hold outside government, how would you rate (Insert)--is it better, the same, or worse than similar jobs you might hold outside government?

a your salary

	Better	The same	Worse	Don't know	Refused
GOVT MGRS	19	19	60	3	*
GOVT NON-MGRS	34	22	40	4	*
GS MGRS	19	19	59	3	0
GS NON-MGRS	34	22	40	4	*
SES	5	11	81	2	1
PMI	19	25	54	2	0
GOV	32	22	42	4	*

b your benefits

GOVT MGRS	52	28	19	1	0
GOVT NON-MGRS	60	23	14	2	1
GS MGRS	52	28	18	1	0
GS NON-MGRS	60	23	14	2	1
SES	40	34	23	2	0
PMI	37	39	21	2	0
GOV	59	23	15	2	1

c the respect of family and friends

GOVT MGRS	34	53	9	3	1
GOVT NON-MGRS	34	52	10	3	1
GS MGRS	35	53	8	3	1
GS NON-MGRS	34	52	10	3	1
SES	20	59	15	5	1
PMI	40	43	15	2	0
GOV	34	52	9	3	1

d your ability to make a difference

GOVT MGRS	59	26	12	2	*
GOVT NON-MGRS	49	36	10	4	1
GS MGRS	59	26	12	2	*
GS NON-MGRS	49	36	10	4	1
SES	67	19	11	2	1
PMI	64	14	21	2	0
GOV	50	36	10	3	1

D1 Sex

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
74	52	62	51	74	52	78	52	54	56	Male
26	48	38	49	26	48	22	48	46	44	Female

D2 What is your age?

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
1	6	20	33	1	6	0	39	5	27	18-29
13	23	27	26	13	23	2	46	22	27	30-39
34	31	27	22	35	31	21	7	31	24	40-49
39	34	15	14	38	34	63	7	34	15	50-59
8	5	7	4	8	5	9	0	5	5	60-69
1	*	1	0	*	*	3	0	*	1	70 or older
*	0	0	0	0	0	1	0	*	0	Don't know
4	2	2	1	4	2	1	1	2	1	Refused

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

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
1	4	7	5	1	4	3	3	4	6	Yes
98	95	92	95	99	95	96	95	95	93	No
0	0	0	1	0	0	0	0	0	*	Don't know
*	1	1	*	*	1	1	2	1	1	Refused

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

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
84	81	81	86	84	81	89	83	81	84	White
8	12	7	7	8	12	5	3	11	7	Black or African-
*	1	4	2	*	1	1	1	1	3	Latino or Hispanic
1	1	3	1	1	1	2	8	1	2	Asian
4	4	5	4	4	4	2	1	4	4	Other
*	*	0	0	0	0	1	1	*	0	Don't know
2	1	1	1	2	1	1	3	1	1	Refused

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

Responses were not read.

GOVERNMENT		BUSINESS		
MGRS	NON	MGRS	NON	
0	0	0	2	None, or grade 1-8
0	1	9	6	High school incomplete (grades 9-11)
5	24	26	34	High school graduate (grade 12 or GED certificate)
1	3	8	5	Business, technical, or vocational school after high
15	30	25	29	Some college, no four-year degree
27	27	24	19	College graduate (BS, BA, or other 4-year degree)
52	15	8	4	Post-graduate training or professional school after
0	*	0	0	Don't know
0	*	*	0	Refused

GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	SES	PMI	GOV	BUS	
0	0	0	0	0	1	None, or grade 1-8
0	1	0	0	1	8	High school incomplete (grades 9-11)
6	24	1	0	22	30	High school graduate (grade 12 or GED certificate)
1	3	0	0	3	7	Business, technical, or vocational school after high
15	30	1	0	29	27	Some college, no four-year degree
27	27	15	7	27	21	College graduate (BS, BA, or other 4-year degree)
50	15	84	92	19	6	Post-graduate training or professional school after
0	0	0	1	*	0	Don't know
0	*	0	0	*	*	Refused

D8 What agency or department do you work for?

GOVERNMENT		GOVERNMENT COMPONENTS				TOTAL	
MGRS	NON	MGRS	NON	SES	PMI	GOV	
8	9	8	9	6	1	9	Department of Agriculture
6	2	6	2	7	14	3	Department of Commerce
27	25	28	25	11	5	25	Department of Defense
1	1	1	1	1	2	1	Department of Education
3	1	3	1	4	2	2	Department of Energy
1	2	*	2	6	4	2	Environmental Protection Agency (EPA)
*	*	0	*	1	0	*	Federal Emergency Management Agency
7	6	7	6	4	15	6	Health and Human Services (HHS)
1	1	1	1	0	2	1	Housing and Urban Development (HUD)
4	4	4	4	3	2	4	Department of Interior
8	5	8	5	7	10	6	Department of Justice
*	1	0	1	3	3	1	Department of Labor
1	1	1	1	1	2	1	NASA
*	*	*	*	0	1	*	Small Business Administration (SBA)
3	*	3	*	5	9	1	Department of State
5	3	5	3	6	3	4	Department of Transportation
5	9	5	9	11	0	8	Department of Treasury
*	*	0	0	1	5	*	USAID
5	10	5	10	3	1	10	Department of Veterans Affairs
1	3	1	3	2	7	3	Social Security Administration
*	2	*	2	1	0	2	Federal Aviation Administration
1	1	1	1	1	1	1	General Service Agency
1	*	1	*	1	0	*	Food and Drug Administration
*	*	0	*	2	2	*	Office of Personnel Management
*	0	0	0	1	0	*	Commodities Futures Trading Commission
*	0	0	0	1	1	*	Consumer Product Safety Commission
0	*	0	*	0	1	*	Executive branch
*	*	*	*	0	0	*	Federal Deposit Insurance Co.
*	*	0	*	1	0	*	Federal Trade Commission
0	*	0	*	0	0	*	Government Printing Office
1	*	*	*	2	0	*	Nuclear Regulatory Commission
*	0	*	0	1	0	*	Securities and Exchange Commission
*	*	*	*	0	0	*	Tennessee Valley Authority
*	0	0	0	1	0	*	Federal Labor Relations Authority
0	*	0	*	0	0	*	Federal Maritime Commission
0	*	0	*	0	0	*	International Bureau of Broadcasting
0	*	0	*	0	0	*	National Archives and Records
0	*	0	*	0	0	*	National Labor Relations Board
*	0	0	0	1	0	*	National Mediation Board
0	*	0	*	0	0	*	Peace Corps
*	0	0	0	1	0	*	Railroad Retirement Board

D8 What agency or department do you work for?

(Continued)

GOVERNMENT		GOVERNMENT COMPONENTS				TOTAL	
MGRS	NON	MGRS	NON	SES	PMI	GOV	
*	0	0	0	1	0	*	United States Trading Representative
0	*	0	*	0	0	*	Voice of America
*	0	0	0	1	1	*	Federal Communication Commission (FCC)
*	0	*	0	1	0	*	Equal Employment Opportunities
*	0	0	0	1	0	*	National Science Foundation
0	*	0	*	0	0	*	Smithsonian
0	*	0	*	0	0	*	National Credit Union Association (FCUA)
0	0	0	0	0	0	0	Other
0	*	0	*	0	0	*	Don't know
7	9	8	9	6	7	9	Refused

D9 Last year, what was your total household income from all sources before taxes?

Responses were not read.

GOVERNMENT		BUSINESS		GOVERNMENT COMPONENTS				TOTAL		
MGRS	NON	MGRS	NON	MGRS	NON	SES	PMI	GOV	BUS	
*	*	1	2	0	*	0	2	*	2	Less than \$10K
0	1	3	10	0	1	0	4	1	6	\$10K - \$20K
0	4	12	13	0	4	0	4	4	13	\$20K - \$30K
2	10	11	20	2	10	0	15	9	16	\$30K - \$40K
5	12	12	13	5	12	1	14	11	13	\$40K - \$50K
15	32	25	17	15	32	2	16	30	21	\$50K - \$75K
21	18	13	12	22	18	1	16	18	12	\$75K - \$100K
40	14	14	7	38	14	86	21	16	10	\$100K or more
*	1	3	1	0	1	1	2	1	2	Don't know
18	7	7	5	18	7	9	7	8	6	Refused