

## 2014 Survey on the Future of Government Service

### Codebook for the Agency Average Data Set

This data set contains unweighted average responses by agency for selected questions. Mean responses are given for agencies with at least 30 potential respondents in the target population and questions with at least 10 respondents from the relevant agency. Certain questions and certain average agency responses are omitted to preserve the anonymity of respondents. Averages for the 15 executive departments are calculated using all respondents that work in agencies and bureaus within that department. Responses of “Don’t know,” “Not sure,” and “Not applicable” are coded as missing.

Refer to the [Survey Methodology](#) document for information about sample construction. Refer to the [Topline Results](#) document for question wording and response options for all of the questions that are part of the public release. Question numbers correspond to the Topline Results document.

*agency*

The name of the agency.

*dept*

The name of the executive department that contains the agency if applicable.

Q5. Does your job deal *directly* with decisions about:

Omitted to protect anonymity.

**[Text]** In the next portion of the survey, we turn to questions about your work experience.

**[Block 1: Q6-Q7. Asked of a 2/3 random sample that included the random half sample that was given Block 2. Asked of all respondents to the paper version of the survey.]**

Q6. *has\_skills*

There has been a lot of discussion recently about the capacity of federal agencies to implement effectively the policies chosen by Congress and the president.

Does [your agency] have the skills necessary to implement the core tasks given it by congress and the president?

**[Plural]** There has been a lot of discussion recently about the capacity of federal agencies to implement effectively the policies chosen by Congress and the president.

Do [your agency] have the skills necessary to implement effectively the core tasks given them by Congress and the president?

	Coding
Has none of the necessary skills	0
Has few of the necessary skills	1
Has some of the necessary skills	2
Has most of the necessary skills	3
Has almost all of the necessary skills	4
Has all of the necessary skills	5

Q7. *change\_skills*  
 Have the skills of [your agency] worsened, improved, or stayed about the same during your time in [your agency]?

	Coding
Much worse	0
Worse	1
About the same	2
Better	3
Much better	4

**[Block 2: Q8-Q17. Asked of a random half sample.]**

Q8. *core\_mission – recruit\_best*  
 To what extent do you agree or disagree with the following statements?

**[Display order randomized]**

	<u>Strongly disagree</u>	<u>Disagree</u>	Coding Neither agree nor disagree	<u>Agree</u>	<u>Strongly agree</u>
I am confident in the ability of [my agency] to successfully fulfill its core mission.	0	1	2	3	4
An inadequately skilled workforce is a significant obstacle to [my agency] fulfilling its core mission.	0	1	2	3	4
<b>[Plural]</b> An inadequately skilled workforce is a significant obstacle to [my agency] fulfilling their core missions.					
I recommend that a young person work in public service today.	0	1	2	3	4
[My agency] is able to retain its best employees.	0	1	2	3	4
<b>[Plural]</b> [My agency] are able to retain their best employees.					
[My agency] is unable to recruit the best employees.	0	1	2	3	4

**[Plural]** [My agency] are unable to recruit the best employees.

**[Display Q9 if response to “An inadequately skilled workforce is a significant obstacle to [my agency] fulfilling its core mission.” in Q8 is “Agree” or “Strongly agree.”]**

Q9. *lack\_resources – compete\_salaries*

To what extent do the following factors contribute to the difficulty [your agency] has in maintaining a skilled workforce?

**[Plural]** To what extent do the following factors contribute to the difficulty [your agency] have in maintaining a skilled workforce?

	Coding				
	Not at all	Little	Some	A good bit	A great deal
Lack of resources	0	1	2	3	4
Lack of proactive recruiting strategy	0	1	2	3	4
Political pressure to keep growth of workforce low	0	1	2	3	4
Lack of qualified applicant pool	0	1	2	3	4
Aging workforce with high employee retirement rate	0	1	2	3	4
Inadequate career growth opportunities for staff	0	1	2	3	4
Rigid civil service rules	0	1	2	3	4
Cannot compete with salaries offered by other employers	0	1	2	3	4

**[Text]** People often compare public sector managers and managers in other sectors, most often the private sector. The following questions help us gather evidence to make informed comparisons.

Q10. *pvt\_nonmngr\_prom*

What is the primary way that **non-managers** are promoted at [your agency]?

	Coding
Promotions are based solely on performance and ability	3
Promotions are based partly on performance and ability, and partly on other factors (for example, tenure or personal connections)	2
Promotions are based mainly on factors other than performance and ability (for example, tenure or personal connections)	1
Non-managers are not normally promoted	0

Q11. *pvt\_mngr\_prom*

What is the primary way that **managers** are promoted at [your agency]?

	Coding
Promotions are based solely on performance and ability	3
Promotions are based partly on performance and ability, and partly on other factors (for example, tenure or personal connections)	2
Promotions are based mainly on factors other than performance and ability (for example, tenure or personal connections)	1
Non-managers are not normally promoted	0

Q12. *pvt\_nonmngr\_dismiss*

When is an under-performing **non-manager** reassigned or dismissed?

	Coding
Within 6 months of identifying non-manager under-performance	0
After 6 months of identifying non-manager under-performance	1
Rarely or never	2

Q13. *pvt\_mngr\_dismiss*

When is an under-performing **manager** reassigned or dismissed?

	Coding
Within 6 months of identifying manager under-performance	0
After 6 months of identifying manager under-performance	1
Rarely or never	2

**[Display Q14 if respondent is a member of the Senior Executive Service.]**

Q14. How satisfied were you with your onboarding experience into the Senior Executive Service?

Omitted to protect anonymity.

**[Display Q15 if respondent is not a member of the Senior Executive Service, a political appointee, member of the Senior Foreign Service, and does not work in an Office of the United States Attorney.]**

Q15. I am interested in becoming a member of the Senior Executive Service or a Senior Professional.

Omitted to protect anonymity.

Q16. *merit\_statutes*

I have a good understanding of key statutes related to managing the career civil service (e.g., the Merit System Principles and Prohibited Personnel Practices).

	Coding
Strongly disagree	0
Disagree	1
Neither agree nor disagree	2
Agree	3
Strongly agree	4

Q17. *merit\_training*  
I have received sufficient training and guidance on how to manage (e.g., hire, promote, reward, and discipline or dismiss) employees in the career civil service.

	Coding
Strongly disagree	0
Disagree	1
Neither agree nor disagree	2
Agree	3
Strongly agree	4

**[Block 3: Q18-Q21. Asked of the random half sample that was not asked Block 2.]**

Q18. *approach\_job*  
Have you been approached about a job outside [your agency] since July 1, 2013?

	Coding
Yes	1
No	0

**[Display Q19 if response to Q18 is “Yes.”]**

Q19. If so, by what type of organization? [check all that apply]

Omitted to protect anonymity.

Q20. *value\_job\_security – value\_move\_higher\_fed*  
We’d like to understand what you value about your job. How important are each of the following job attributes to you?

	Not at all impor- tant	Not too impor- tant	Coding Some- what impor- tant	Impor- tant	Very impor- tant
Job security	0	1	2	3	4
Salary and benefits	0	1	2	3	4
Work-life balance	0	1	2	3	4
Opportunities to influence public policies that are important to me	0	1	2	3	4
Opportunities to support the mission of [your agency]	0	1	2	3	4
<b>[Plural]</b> Opportunities to support the missions of [your agency]					
Opportunities to develop professional skills to move to a job in the private sector	0	1	2	3	4
Opportunities to develop professional skills to move to a higher job in the federal government	0	1	2	3	4

Q21. *workhours\_per\_week*  
How many hours per week do you USUALLY work at your job at [your agency]?

Response options are “Fewer than 20”, integers between 20 and 99, and “More than 99.” “Fewer than 20” is coded as “19.” “More than 99” is coded as “100.” Respondents to the paper survey wrote their answers rather than selecting them from a drop-down menu. Responses to the paper survey that provided a range of hours, e.g., 40-50, were coded by taking the midpoint and rounding to the nearest integer.

**[Text]** Almost finished! This last section asks a few basic demographic questions.

Q25. *leave\_likelihood*  
How likely is it that you will leave [your agency] in the next 12 months?

Very likely	3
Likely	2
Unlikely	1
Very unlikely	0

**[Display Q26 if response to Q25 is “Likely” or “Very likely.”]**

Q26. If you plan to leave [your agency], would you be:

Omitted to protect anonymity.

Other demographic questions are omitted to protect anonymity.

*n\_\**

Variables that begin with *n\_* give the number of respondents to that question who work in the relevant agency.

*se\_\**

Variables that begin with *se\_* give the standard error of the mean for the corresponding mean response.