DMDC

Information and Technology for Better Decision Making

May 2006 Status of Forces Survey of DoD Civilians

Tabulations of Responses

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MAY 2006 STATUS OF FORCES SURVEY OF DoD CIVILIAN EMPLOYEES: TABULATIONS OF RESPONSES

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Table of Contents

	Page
Introduction to the Survey	1
Survey Methodology	6
Tabulation Procedures	7
References	12
Tabulations of Responses	13
Survey Instrument	367

List of Tabulations by Question Number

Question		Page
	ELIGIBILITY	
1.	For which Department of Defense (DoD) component did you work on April 24, 2006?	14
	BACKGROUND INFORMATION	
2.	Do you work for the Navy or Marine Corps?	16
3.	Are you {A permanent employee} {A non-permanent employee}	18
4.	What is your current pay plan?	20
5.	Current Pay Plan/Grade: Constructed from Q4-Q10	22
5.	Current Pay Plan/Grade: Constructed from Q4-Q10 (continued)	24
11.	Are you {Male} {Female}	26
12.	Are you Spanish/Hispanic/Latino?	28
13.	What is your race?	30
14.	In total, how many years of service have you completed with the Federal government?	32
15.	In total, how many years of service have you completed with the Department of Defense?	34
16.	On your last birthday, how old were you?	36
17.	What is the highest degree or level of school that you have completed?	38
18.	What is your retirement plan?	40

19. Which of the following best describes your retirement eligibility? 42
20. Which of the following best describes your disability status? 44
21. What is your veteran status? 46
22. Are you eligible for a veteran preference? 48
23. What is your bargaining unit status? 50
24. What is your supervisory status? 52
25. Where do you work? 54
26. Which statement describes your status {with respect to a civil service personnel demonstration project or alternative personnel system}? 56

OVERALL SATISFACTION

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization? 58
   a. Your total compensation (i.e., pay, incentives, and bonuses) 58
   b. The type of work you do 60
   c. Your opportunities for promotion 62
   d. The quality of your coworkers 64
   e. The quality of your supervisor 66
28. Overall, how satisfied are you with working for your organization? 68
29. Considering everything, how satisfied are you with your job? 70
30. Overall, how would you rate the current level of stress in your work life? 72
31. Overall, how would you rate the current level of stress in your personal life? 74

SATISFACTION WITH QUALITY OF WORK LIFE

32. How satisfied are you with each of the following in your organization? 76
   a. Management's support of quality of work life programs, such as telework and alternate work schedules 76
   b. Your supervisor's support of your need to be able to balance work and family issues 78
   c. Overall family flexible programs offered by your organization 80
33. Overall, how satisfied are you with the quality of your work life? 82

LEADERSHIP AND MANAGEMENT

34. Indicate the extent to which you agree or disagree with the following statements 84

a. Managers review and evaluate the organization's progress toward meeting its goals and objectives 84

b. Managers/supervisors/team leaders work well with employees of different backgrounds 86

c. I have a high level of respect for my organization's senior leaders 88

35. Indicate the extent to which you agree or disagree with the following statements 90

a. Managers/supervisors deal effectively with reports of prejudice and discrimination 90

b. There are generally good relationships between the union(s) and management here 92

36. Overall, how satisfied are you with leadership at your organization? 94

37. Overall, how satisfied are you with management at your organization? 96

38. Overall, how good a job do you feel is being done by your immediate supervisor/team leader? 98

RETENTION AND COMMITMENT

39. Suppose that you have to decide whether to continue to work for your organization. If you had to make this decision, how likely is it that you would choose to stay? 100

40. In the next 5 years, how likely is it that you will 102

a. Leave your organization to take another job within the DoD? 102

b. Leave to take another job in the Federal Government outside of the DoD? 104

c. Leave the Federal Government for a private sector job? 106

d. Retire from Federal Service? 108

40. In the next 5 years, how likely is it that you will leave DoD for a job in the Federal Government outside of DoD, for a private sector job, or to retire from Federal Service? Constructed from Q40b-d 110

41. In the coming year, do you plan to look for another job? 112

41. In the coming year, do you plan to look for another job outside the Federal Government? Constructed from Q41 114

42. How much do you agree or disagree with the following statements about working for your organization? 116

a. I enjoy working for the military 116

b. Working for the military is consistent with my personal goals 118

c. If I stopped working for the military, I would feel like I was starting all over again 120

d. I would feel guilty if I stopped working for the military 122

e. Generally, on a day-to-day basis, I am happy working for the military 124

f. It would be difficult for me to stop working for the military and give up the benefits that are available to me 126

g. I would not stop working for the military right now because I have a sense of obligation to the people in it 128

h. I really feel as if the military's values are my own 130

i. I would have difficulty finding a job if I stopped working for the military 132

j. Generally, on a day-to-day basis, I am proud to be working for the military 134

k. If I stopped working for the military, I would feel like I had let my country down 136

l. I continue to work for the military because leaving would require considerable sacrifice 138

m. I feel like working for the military can help me achieve what I want in life 140

n. One of the problems with no longer working for the military would be the lack of available alternatives 142

o. I am committed to making working for the military a career 144

42. Affective Commitment scale: Constructed from Q42a, Q42b, Q42e, Q42h, Q42j, and Q42m. Affective commitment can be defined as an emotional attachment to, an identification with, and an involvement in an organization 146

42. Continuance Commitment scale: Constructed from Q42c, Q42f, Q42i, Q42l, and Q42n. Continuance commitment can be defined as an attachment based on the perceived costs associated with leaving an organization 148

42. Normative Commitment scale: Constructed from Q42d, Q42g, and Q42k. Normative commitment can be defined as a sense of obligation to remain in an organization 150

PREPAREDNESS

43. Overall, how well prepared are you to perform your duties in support of your organization's mission? 152

44. Overall, how well prepared is your organization to perform its mission? 154

45. How well has your training prepared you to perform your duties in support of your organization's mission? 156

PERSONNEL SERVICES

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive? 158

a. Availability of personnel services for your work location 158

b. Quality of personnel services for your work location (e.g., timeliness and completeness of response, usefulness of information, and helpfulness of staff) 160

c. Availability of personnel services at a centralized location (away from your worksite) 162

d. Quality of personnel services from a centralized location 164

e. Availability of personnel services via the Internet such as Employee Benefits Information System (EBIS), myPay, Resumix, etc 166

f. Quality of personnel services via the Internet such as Employee Benefits Information System (EBIS), myPay, Resumix, etc 168

47. Overall, how satisfied are you with the personnel services you receive? 170

MOTIVATION/DEVELOPMENT/INVOLVEMENT

48. Indicate the extent to which you agree or disagree with the following statements 172

a. I am given a real opportunity to improve my skills in my organization. 172

b. I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful 174

c. I am satisfied with the career progression opportunities available to me 176

d. I voluntarily take on additional work 178

YOUR WORKPLACE

49. To what extent do you agree or disagree with the following statements about your workplace? 180

a. I know what is expected of me at work 180

b. I have the materials and equipment I need to do my work right....182

c. At work, I have the opportunity to do what I do best every day....184

d. In the last seven days, I have received recognition or praise for doing good work 186

e. My supervisor, or someone at work, seems to care about me as a person....188

f. There is someone at work who encourages my development....190

g. At work, my opinions seem to count 192

h. The mission/purpose of my Service makes me feel my job is important....194

i. My coworkers are committed to doing quality work 196

j. I have a best friend at work....198

k. In the last six months, someone at work has talked to me about my progress 200

l. This last year, I have had opportunities at work to learn and grow 202

PERSONNEL ACTIONS

50. Over the last 2 years, how much of a problem has employee turnover been for your organization?....204

51. Has your organization hired any new employees in the last 2 years? 206

52. How would you rate the performance of employees hired in the last 2 years at your organization? 208

53. In the last 2 years, have you personally hired anyone to work for you? 210

54. How would you rate the quality of the applicants for this position?....212

55. I have the flexibility to use 214

a. Recruitment incentives....214

b. Relocation incentives....216

c. Retention incentives 218

d. Student loan repayments....220

e. Pay-setting flexibilities....222

56. Indicate the extent to which you agree or disagree with the following statements 224
- a. I can influence my employee's pay to reflect performance 224
- b. I can meaningfully distinguish both small and large differences in performance of similar subordinate employees 226
- c. I am skillful in counseling employees on performance and conduct problems 228
- d. Employees seek my assistance with their work-life concerns 230
- e. Employees seek my advice on professional and career matters 232
- f. There is little opportunity for my subordinates to be innovative or expand the scope of their jobs 234
- g. I have useful, current performance plans for all of my employees 236

57. How easy is it for you to 238
- a. Hire employees? 238
- b. Relocate employees? 240
- c. Reassign employees? 242
- d. Reduce the size of your workforce? 244
- e. Promote employees? 246

PAY AND BENEFITS

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits? 248
- a. Basic pay 248
- b. Locality pay 250
- c. Special pays (e.g., incentives, bonuses) 252
- d. Retirement benefits 254
- e. Thrift Savings Plan (TSP) 256
- f. Annual leave 258
- g. Sick leave 260
- h. Health insurance 262
- i. Life insurance 264
- j. Long term care insurance 266

59. Considering everything, how satisfied are you with your pay? 268

60. Overall, how satisfied are you with your benefits? 270

61. How much do you agree or disagree with the following statements about your pay and benefits? 272

a. My pay is as good or better than the pay in non-federal organizations for the same type and level of work 272

b. My benefits are as good or better than the benefits in non-federal organizations for the same type and level of work 274

PERFORMANCE MANAGEMENT

62. Indicate the extent to which you agree or disagree with the following statements 276

a. The work assignment process is fair and appropriate 276

b. I have sufficient resources (e.g., people, dollars, equipment) to get my job done 278

c. The performance management system I am under improves organizational performance 280

d. My current performance management system motivates me to perform well 282

e. Discussions with my supervisor/team leader about my performance are worthwhile 284

f. My supervisor and I formally discussed my performance during and at the end of my most recent performance rating period 286

63. How satisfied are you with the training you receive for your present job? 288

64. Indicate the extent to which you agree or disagree with the following statements 290

a. My pay increases depend on how well I perform my job 290

b. My performance standards/expectations are directly related to my organization's mission 292

c. My performance standards/expectations take into account the important parts of my job 294

d. My cash awards depend on how well I perform my job 296

e. Procedures for reconsidering performance appraisal ratings are fair 298

f. Employees at this installation/activity are treated fairly with regard to grievances 300

g. Employees at this installation/activity are treated fairly with regard to appeals 302

h. The grievance process at this installation/agency is efficient 304

i. The appeals process for adverse actions at this installation/agency is efficient 306

65. Indicate the extent to which you agree or disagree with the following statements 308

a. Promotions in my work unit are based on merit 308

b. Creativity and innovation are rewarded 310

c. My performance appraisal is a fair reflection of my performance 312

d. In my work unit, differences in performance are recognized in a meaningful way 314

e. I understand how my performance is evaluated 316

66. Do you receive regular performance feedback? 318

67. How useful is the feedback? 320

68. Indicate the extent to which you agree or disagree with the following statements 322

a. I generally need to offer a higher rate of pay or recruitment incentive to attract candidates with good qualifications 322

b. I normally can make changes in employment and workplace conditions in a reasonable amount of time 324

c. I can easily assign and realign work among my employees 326

d. I can make changes in employment and workplace conditions easily 328

NATIONAL SECURITY PERSONNEL SYSTEM

69. Before taking this survey, were you aware of the Department's legislative authority to implement a new personnel system for civilian employees to be known as the National Security Personnel System (NSPS)? 330

70. Please indicate your best estimate of when you expect to be under the NSPS performance management system 332

71. From which of the following sources did you hear about NSPS? 334

72. Indicate the extent to which you agree or disagree with the following statement. Material I saw or a presentation I heard about NSPS was informative 336

73. Which of the following is the single most important skill or ability for supervisors under NSPS? 338

74. Which of the following is the second most important skill or ability for supervisors under NSPS? 340

75. Do you agree or disagree that NSPS will improve personnel processes for 342

a. Hiring new employees? 342

b. Disciplining/correcting poor work performance? 344

c. Rewarding good work performance? 346

d. Linking pay to performance? 348

e. Classification of jobs by series and paygrade/pay band? 350

f. Communication between supervisors and employees? 352

g. Ensuring individual performance supports organizational mission effectiveness? 354

76. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD? 356

77. Has your organization been identified for 358

a. BRAC realignment/relocation? 358

b. Base closure? 360

c. A-76/competitive sourcing? 362

d. Other structural change? 364

MAY 2006 STATUS OF FORCES SURVEY OF DoD CIVILIAN EMPLOYEES: TABULATIONS OF RESPONSES

Introduction to the Survey

The *Human Resources Strategic Assessment Program* (HRSAP), Defense Manpower Data Center (DMDC), conducts both Web-based and paper-and-pencil surveys to support the personnel information needs of the Under Secretary of Defense for Personnel and Readiness (USD[P&R]). These surveys assess the attitudes and opinions of the entire Department of Defense (DoD) community on a wide range of personnel issues. An exclusively Web-based survey program, known as the *Status of Forces Surveys* (SOFS), provides data several times per year on active-duty and Reserve component members and DoD civilian employees. Paper-and-pencil surveys are used to supplement Web-based surveys to obtain data on sensitive topics (e.g., sexual harassment) and from populations who may have limited Internet access (e.g., spouses of active and Reserve members).

This report contains tabulations of responses from the DoD civilian employee SOFS Web survey conducted April 10 to June 1, 2006. This introduction (1) summarizes the survey content, (2) defines the total population surveyed and the subgroups used in tabulations of responses, (3) summarizes the survey methodology,[1] and (4) provides details on how to use the tabulations. The tabulations and a copy of the survey items follow this introduction.[2]

Survey Content

The *May 2006 Status of Forces Survey of DoD Civilians* was subdivided into questions covering the following 13 topic areas:

1. *Background Information*—Military department, status (permanent/non-permanent), pay plan/grade, gender, race/ethnicity, tenure, age, education, retirement eligibility and plan, disability status, veteran status, supervisory status, location, and civil service personnel demonstration project/alternative personnel system status.

2. *Overall Satisfaction*—Satisfaction with aspects of working for the organization, overall satisfaction with the organization and the job, and level of personal and work stress.

3. *Satisfaction With Quality of Work Life*—Organizational and overall quality of work life satisfaction.

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[1] Details on survey methodology are reported by Riemer and Kroeger (2003) and DMDC (2006b).
[2] Refer to DMDC (2006a) to view a screen-shot version of the survey as it appeared on the Web.

4. *Leadership and Management*—Level of agreement with a series of statements pertaining to managers/supervisors, along with satisfaction measures.

5. *Retention and Commitment*—Likelihood to continue to work for DoD, intentions to leave in the next five years, plans to look for another job in the coming year, and organizational commitment.

6. *Preparedness*—Individual and unit preparedness, along with perceptions of training effectiveness.

7. *Personnel Services*—Satisfaction with aspects of services and an overall assessment.

8. *Motivation/Development/Involvement*—Level of agreement with a series of statements related to high performing organizations,[3] and career and work motivation, development, and involvement.

9. *Personnel Actions*—Assessment of turnover, hiring, and whether supervisors/managers possess the authority, resources, and skills necessary for quality human resources management.

10. *Pay and Benefits*—Satisfaction with specific pay and benefits, overall measures of satisfaction with pay and benefits, and comparisons between federal and non-federal compensation.

11. *Performance Management*—Level of agreement with statements pertaining to performance recognition, compensation, and grievance/appeal procedures; measures of workforce quality and management of employees, along with satisfaction measures of recognition, feedback, pay, and training.

12. *National Security Personnel System (NSPS)*—Awareness and perception of possible impact of NSPS, agreement with statements pertaining to training effectiveness, and identification of the most important supervisor skills and abilities under the new personnel system.

13. *Structural Changes*—Awareness of various organizational structural changes (e.g. realignment/relocation).

Population and Reporting Categories

The target population for all civilian SOFS consists of DoD-appropriated-fund civilian employees (including Senior Executive Service [SES]), to include employees of the Department of the Army, Department of the Navy (including employees working at

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Marine Corps locations), Department of the Air Force, and civilian employees working at DoD Agencies and Activities who have either full-time, part-time, or intermittent work schedules, and who had at least six months tenure at the time the questionnaire is first fielded. Survey results are presented for the total population and by a variety of reporting categories. To form the reporting categories for the tabulations, respondents are classified primarily by survey self-report. If the self-reported data are missing, then DMDC's *Civilian Personnel Master Edit File (CPMEF)* data, at the time of sampling, are used to impute the subgroup classification. Exceptions to this procedure include respondents assigned to groups within the Supervisor/Manager and Veteran categories. These categories are determined solely by responses to survey questions, because personnel record data are not available to make these specific distinctions. In addition, assignment to the SES subgroup (within the Pay Plan/Grade category), NSPS Status, and Occupational Groups categories was done exclusively from the *CPMEF*.

Survey results are tabulated by component, pay plan/grade, NSPS status, occupational groups, supervisor/manager, education, schedule/location, bargaining unit, disability, veteran/preference, type of appointment, retirement plan/eligibility, age, length of service, gender, and race/ethnicity. Definitions for reporting categories follow:

- *Component*—Groups include the three military departments, *Army*, *Navy* (including employees working at Marine Corps locations), and *Air Force*, along with *DoD Agencies/Field Activities*.

- *Pay Plan/Grade*—The group of *White Collar Total* includes General Schedule (GS) and related pay plans (e.g., General Manager and General Government, and comparable pay bands) at grade levels *GS 1 to 4*, *GS 5 to 8*, *GS 9 to 12*, *GS/GM 13 to 15*, and *SES* pay plan. The group of *Blue Collar Total* includes Wage Grade (WG), Wage Leader (WL), and Wage Supervisor (WS) at the *WG 1 to 5*, *WG 6 to 9*, *WG 10 to 15*, and *WS/WL 1 to 19* grade levels. The *NSPS Pay Plans* include all employees with pay plans under the new personnel system. *Demo/APS Pay Plans* include employees under a demonstration project or alternate personnel system, excluding employees under NSPS.

- *NSPS Status—Spiral 1.1* includes employees who were under NSPS at the time of the survey administration. *All Others* includes employees who were not under NSPS at the time of the survey administration.

- *Occupational Groups—Professional* refers to white-collar occupations that require knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor's degree (or higher) with major study in a specialized field. *Scientists* and *Engineers* are specific occupations within the *Professional* group. *Administrative* refers to white-collar occupations that involve the application of a substantial body of knowledge of principles, concepts, and practices applicable to one or more

fields of administration or management. *Technical* refers to white-collar occupations that involve work typically associated with and supportive of a professional or administrative field involving extensive practical knowledge gained through on-the-job experience and/or specific training less than that represented by college graduation. *Clerical* refers to white-collar occupations involving structured work in support of office, business, or fiscal operations; performed in accordance with established policies or techniques; and requiring training, experience, or working knowledge related to the tasks to be performed. *Other White Collar* refers to white-collar occupations that cannot be related to the *Professional*, *Administrative*, *Technical*, or *Clerical* groups (e.g., Fire Protection and Prevention, Police, Security Guard, General Student Trainee, Social Science Student Trainee). *Blue-Collar* occupations comprise the trades, crafts, and manual labor (unskilled, semiskilled, and skilled) including supervisory positions with trade, craft, or labor experience and knowledge as the paramount requirements.

- *Supervisor/Manager—Supervisor* refers to first-line supervisors who do not supervise other supervisors; they are typically responsible for employees' performance appraisals and approval of leave. *Manager* refers to those in management positions who typically supervise one or more supervisors. *Wage Leader* refers to those who lead three or more workers to (a) accomplish trades and labor work or (b) train them in the non-supervisory work of a trades and laboring occupation. *Wage Supervisor* refers to supervisors who exercise technical and administrative supervision over subordinate workers in accomplishing trades and labor work. *Team Leader* (white-collar) refers to work leaders who, on a regular and recurring part of their assignment, lead three or more employees in general schedule or equivalent occupations to (a) accomplish professional, administrative, technical, or clerical work or (b) train them in non-supervisory work in these occupations. *Non-Supervisor* refers to persons who are not supervisors or managers.

- *Education*—The group *No College* includes anyone without any college credit. *Some College* includes those with some college credit, including a 2-year degree, but does not include those with a 4-year degree. *4-year Degree* includes those with a 4-year degree and those with some graduate school, but no graduate or professional degree. *Graduate/Professional Degree* includes those with masters, doctorates, and first professional degrees.

- *Schedule/Location*—Work schedule is collapsed into two groups: *Full-Time* and *Other Than Full-Time*. *Other Than Full-Time* includes all persons with part-time and intermittent work schedules. Locations are defined as locality pay areas where respondents work that are collapsed into *CONUS* (within the contiguous 48 states and the District of Columbia) and *OCONUS* (outside the contiguous 48 states).

- *Bargaining Unit—Not in Bargaining Unit* are employees who are not members of a collective bargaining group, whereas *In Bargaining Unit* are members of such groups.

- *Disability*—Disability status is presented in two groups: *No Disability* and *Disability*. Subgroups under *Disability* include *Targeted Disability* and *Other Disability*. *Targeted disabilities* refers to disabilities "targeted" for emphasis in affirmative action planning (e.g., deafness, blindness, missing extremities). *Other disabilities* include disabilities that are not readily apparent (e.g., asthma, arthritis, and chronic fatigue syndrome).

- *Veteran/Preference*—Whereas the *Non-Veteran* and *Veteran* groups are exclusive, a limited number of non-veterans are included in the preference subgroups under the *Veteran* group due to their eligibility to receive a preference (e.g., widowed spouses of career military members who receive veteran's preference based on spouse's service).

- *Type of Appointment—Permanent* employees refer to those who have completed their probationary period for initial employment, whereas *Non-Permanent* employees refers to those still serving a probationary period.

- *Retirement Plan/Eligibility—CSRS* refers to employees enrolled in the Civil Service Retirement System, *FERS* refers to employees enrolled in the Federal Employee Retirement System, and *Other Plan* refers to employees in other retirement plans. *Not Eligible* refers to persons who are not yet eligible to retire. The conditions needed to be considered *Optional Eligible* are the same for persons retiring under FERS (if born before 1948) or CSRS. These conditions include the following: a) 55-59 years of age and having at least 30 years of creditable service, b) 60-61 years of age and having at least 20 years of creditable service, or c) 62 years of age or older and having at least five years of creditable service. *Optional Eligible* retirement under FERS differs for persons born during or after 1948; persons born during or after 1948 must meet the Minimum Age Requirements (set by year of birth) and have 10 or more years of creditable service. Hazardous duty employees (i.e., fire fighters, law enforcers) are *Optional Eligible* at age 50 with 20 years of creditable FERS or CSRS service. *Discontinued Service Eligible* includes persons who can retire under either FERS or CSRS if they are a) 50-54 years of age and have at least 20 years of creditable service, b) 55-59 years of age and have between 20-29 years of creditable service, or c) 49 years of age or less and have at least 25 years of creditable service.

- *Age & Length of Service*—The *Age* category includes five groups depending on the respondent's age, including *29 Years Old or Less*, *30 to 39 Years Old*, *40 to 49 Years Old*, *50 to 59 Years Old*, and *60 Years Old or More*. The length of service category refers to length of service working for the Federal Government. It includes all years of service that count toward a civil

service retirement, time working for the Department of Defense (or any other Federal agency), and years of military service. The five groups reported include *6 Months to 4 Years of Service, 5 to 10 Years of Service, 11 to 20 Years of Service, 21 to 30 Years of Service, and More Than 30 Years of Service*.

- *Gender & Race/Ethnicity*—The *Gender* category is self-explanatory. *Race/Ethnicity* is classified based on self-reported categories consistent with requirements of the *Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity* (1997). *Total Minority* includes all persons marking one or more of the races other than White and/or marking that they are Spanish/Hispanic/Latino. *Non-Hispanic Black* includes persons marking only Black or African American and not reporting being Spanish/Hispanic/Latino. *Hispanic* includes anyone marking that they are Spanish/Hispanic/Latino, regardless of how they answered the question on race. *Non-Hispanic Asian* includes anyone marking that they are Asian and/or Native Hawaiian or Other Pacific Islander on the race question and not reporting being Spanish/Hispanic/Latino.

Survey Methodology

The Web survey administration process began on April 10, 2006, with the mailout of notification letters to sample members. The notification letter explained why the survey was being conducted, how the survey information would be used, and why participation was important. Throughout the administration period, additional e-mail and postal reminders were sent to encourage survey participation. Data were collected between April 24 and June 1, 2006.

Single-stage, nonproportional stratified random sampling[4] procedures were used. The sample consisted of 75,536 individuals drawn from the sample frame constructed from DMDC's *Civilian Personnel Master Edit File*. Members of the sample became ineligible if they indicated in the survey or by other contact (e.g., telephone calls to the data collection contractor) that they were not employed by DoD or its components as of the first day of the Web survey, April 24, 2006 (1% of sample).

Completed surveys (defined as 50% or more of the questions asked of all participants answered) were received from 42,530 eligible respondents. The overall weighted response rate for eligibles, corrected for nonproportional sampling, was 59%. Data were weighted to reflect the population of interest. These weights reflect (1) the probability of selection, (2) a nonresponse adjustment factor to minimize bias arising

[4] In stratified random sampling, all members of a population are categorized into homogeneous groups. For example, employees might be grouped by gender and component (e.g., all male Army personnel, all female Navy personnel in another). Members are chosen at random within each group. Small groups are oversampled in comparison to their proportion of the population so there will be enough responses from those groups to analyze. Weights are used so that groups are correctly represented in the analyses.

from different response rates among demographic subgroups, and (3) a poststratification factor to force the response-adjusted weights to sum to the counts of the target population as of the month the sample was drawn and to provide additional nonresponse adjustments.

Table 1 (pages 8-9) shows the number of respondents and the portion of total respondents in each reporting group. Also shown are the estimated number of members and the portion of total members in each reporting group. Differences in the percentages of respondents and population for the reporting categories reflect differences in the number sampled, as well as differences in response rates.[5]

Tabulation Procedures

Tabulations[6] for each question from the survey are shown on a set of facing pages. The text of the questions and response options are shown at the top of the even-numbered pages, with only the question repeated on the odd-numbered pages. To compress the width of columns in the tables, the response options are shown with a number, letter, or DNA (i.e., *Does not apply*); then that number, letter, or DNA is used as the column heading for the responses. The central feature of the tabulations is the percentage of members choosing the response options indicated by the column heading. Within a set of response options, percentages may not add to 100% due to rounding error.

Where an item lends itself to presentation as an average, that average is also shown as both a number estimate and in a bar chart. The averages lend themselves to a quick scan for reporting groups differing from other similarly defined groups. Where a true response continuum is available (e.g., number of years of service with the Federal government), the mean of that continuum is presented; in other cases, the responses are averages of the numeric scales presented with the response options. Where there is a simple binomial response (e.g., yes/no), only one percentage is presented. In this case, the bar chart represents that percentage.

On each page of tabulations, the first column lists the reporting group shown in that row. The second column, *Percent Responding*, lists the portion of the reporting group represented in the estimates in that row. In most cases, if this percentage is not 100, it reflects item nonresponse, and the table includes a note that "Percent responding are civilian employees who answered the question."

[5] There is also a slight difference in the treatment of missing data. Cases with missing data are included in counts of respondents, but are excluded in population estimates.
[6] Details on data editing and preparation are provided by DMDC (2006a)

Table 1.
Number of Respondents and Estimated Population by Reporting Categories

	Respondents		Estimated Population			
	Count	Percent	Totals		Percent	Max ME
OVERALL AND COMPONENT						
Total DoD	42,530	100%	658,721	±3,368	100%	
Army	14,434	34%	233,648	±4,662	35%	±1%
Navy	10,852	26%	167,662	±4,087	25%	±1%
Marine Corps	1,012	2%	14,121	±1,249	2%	±1%
Air Force	11,464	27%	154,267	±3,508	23%	±1%
DoD Agencies/Field Activities	5,780	14%	103,144	±3,113	16%	±1%
PAY PLAN/GRADE						
White Collar Total	33,886	80%	462,371	±3,054	70%	±1%
GS 1 to 4	1,851	4%	22,914	±1,630	3%	±1%
GS 5 to 8	13,396	31%	117,283	±1,721	18%	±1%
GS 9 to 12	13,827	33%	219,643	±2,456	33%	±1%
GS/GM 13 to 15	3,983	9%	88,496	±1,984	13%	±1%
SES	356	1%	1,024	± 30	0%	±1%
Blue Collar Total	3,835	9%	139,481	±1,826	21%	±1%
WG 1 to 5	522	1%	14,493	±1,373	2%	±1%
WG 6 to 9	1,016	2%	37,651	±2,371	6%	±1%
WG 10 to 15	1,482	3%	57,880	±2,528	9%	±1%
WS/WL 1 to 19	758	2%	26,292	±1,881	4%	±1%
NSPS Pay Plans	2,248	5%	10,446	± 166	2%	±1%
Demo/APS Pay Plans	2,526	6%	45,891	± 286	7%	±1%
NSPS STATUS						
Spiral 1.1	2,248	5%	10,446	± 167	2%	±1%
All Others	40,282	95%	648,275	±3,371	98%	±1%
OCCUPATIONAL GROUPS						
Professional	8,508	20%	149,391	±3,673	23%	±1%
Administrative	12,236	29%	188,774	±4,019	29%	±1%
Technical	11,022	26%	109,816	±2,894	17%	±1%
Clerical	4,913	12%	48,527	±1,907	7%	±1%
Other White Collar	1,949	5%	18,665	±1,211	3%	±1%
Blue Collar	3,866	9%	143,327	±1,631	22%	±1%
Scientists	820	2%	11,646	± 777	2%	±1%
Engineers	3,615	8%	60,860	±2,417	9%	±1%
SUPERVISOR/MANAGER						
Supervisor	4,618	11%	71,989	±3,237	11%	±1%
Manager	2,626	6%	40,238	±2,589	6%	±1%
Wage Leader	440	1%	12,983	±1,484	2%	±1%
Wage Supervisor	498	1%	14,329	±1,386	2%	±1%
Team Leader	4,568	11%	72,735	±3,074	11%	±1%
Non-Supervisor	29,635	70%	443,818	±5,123	68%	±1%
EDUCATION						
No College	5,521	13%	89,247	±3,314	14%	±1%
Some College	20,025	47%	297,303	±4,787	45%	±1%
4-Year Degree	10,596	25%	164,740	±4,412	25%	±1%
Graduate/Professional Degree	6,388	15%	107,431	±3,246	16%	±1%

Table 1. (continued)

	Respondents		Estimated Population				
	Count	Percent	Totals		Percent		Max ME
SCHEDULE/LOCATION							
Full-Time	41,724	98%	638,120	±3,242	97%		±1%
Other Than Full-Time	806	2%	20,601	±1,853	3%		±1%
CONUS	39,576	93%	602,446	±4,211	91%		±1%
OCONUS	2,954	7%	56,275	±3,048	9%		±1%
BARGAINING UNIT							
Not in Bargaining Unit	23,595	55%	359,145	±4,922	55%		±1%
In Bargaining Unit	18,935	45%	299,576	±4,829	45%		±1%
DISABILITY							
No Disability	34,139	80%	550,151	±4,710	84%		±1%
Disability	8,385	20%	108,518	±3,529	16%		±1%
Targeted Disability	2,595	6%	32,060	±2,006	5%		±1%
Other Disability	5,790	14%	76,458	±3,076	12%		±1%
VETERAN/PREFERENCE							
Non-Veteran	22,992	54%	363,896	±5,159	55%		±1%
Veteran	19,451	46%	293,386	±4,564	45%		±1%
10 Point, 30%	3,662	9%	49,368	±2,598	8%		±1%
10 Point, Not 30%	2,445	6%	35,457	±2,371	5%		±1%
5 Point	11,718	28%	178,563	±4,234	27%		±1%
No Preference	1,885	4%	34,055	±2,336	5%		±1%
TYPE OF APPOINTMENT							
Permanent	41,025	96%	625,711	±3,475	95%		±1%
Non-Permanent	1,505	4%	33,011	±2,428	5%		±1%
RETIREMENT PLAN/ELIGIBILITY							
CSRS	13,095	31%	180,063	±3,913	27%		±1%
FERS	27,673	65%	446,696	±4,499	68%		±1%
Other Plan	1,762	4%	31,962	±2,287	5%		±1%
Not Eligible	18,101	43%	308,174	±5,204	47%		±1%
Optional Eligible	19,014	45%	274,031	±4,962	42%		±1%
Discontinued Service	5,126	12%	72,312	±2,997	11%		±1%
AGE & LENGTH OF SERVICE							
29 Years Old or Less	2,625	6%	55,131	±3,034	8%		±1%
30 to 39 Years Old	4,449	10%	97,619	±3,958	15%		±1%
40 to 49 Years Old	12,546	29%	215,634	±4,527	33%		±1%
50 to 59 Years Old	17,915	42%	236,642	±4,344	36%		±1%
60 Years Old or More	4,995	12%	53,695	±2,203	8%		±1%
6 Months to 4 Years of Service	4,471	11%	89,566	±3,716	14%		±1%
5 to 10 Years of Service	4,130	10%	81,041	±3,336	12%		±1%
11 to 20 Years of Service	9,784	23%	159,912	±4,231	24%		±1%
21 to 30 Years of Service	16,410	39%	234,422	±4,638	36%		±1%
More Than 30 Years of Service	7,735	18%	93,780	±3,046	14%		±1%
GENDER & RACE/ETHNICITY							
Male	25,878	61%	416,778	±3,620	63%		±1%
Female	16,652	39%	241,944	±3,582	37%		±1%
Non-Hispanic White	29,302	69%	473,114	±4,007	72%		±1%
Total Minority	13,209	31%	185,278	±3,130	28%		±1%
Non-Hispanic Black	6,493	15%	88,590	±2,680	13%		±1%
Hispanic	3,043	7%	42,292	±2,197	6%		±1%
Non-Hispanic Asian	2,239	5%	32,607	±1,897	5%		±1%

Not all questions apply to every respondent. Where possible, the Web survey is programmed to skip respondents over questions that do not apply to them. For example, Q67 (How useful is the feedback?) does not apply to those who marked in Q66 that they do not receive regular performance feedback. The table note for this question indicates, "Percent responding are Civilian employees who answered the question and reported they receive regular performance feedback (Q66)."

The survey does not always skip questions that do not apply to the respondents. In the tabulations, *Does not apply* responses are typically included in the percentages in the *Percent Responding* column. For example, Q58 asked members to indicate their satisfaction with various aspects of pay and benefits. Survey participants can indicate that the question does not apply.

Combining Information From Multiple Items

Tabulations in this volume generally present data for individual survey questions. There are three exceptions. The first type of exception is where the results for multiple items are presented on a single set of pages (e.g., pay plan/pay grades).

- In Q4-Q10, respondents are asked details regarding their pay play/grade. Responses to Q4-Q10 are combined into a single set of tabulations (Q5) that assign survey participants to one of 11 categories of pay plans/grades.

The second exception is where respondents can provide multiple answers to a single question (e.g., race).

- In Q13, respondents are asked to mark one or more races. The tabulations show the percentage who responded that they were White, Black or African American, American Indian or Alaska Native, Asian, and/or Native Hawaiian or other Pacific Islander. Respondents who indicated more than one race are also shown in the percentage of More Than One Race Marked. For example, if a respondent indicated they were Asian and White, they were counted in the percentage as Asian, White, and More Than One Race Marked.

The third type of exception pertains to composite measures of organizational commitment.

- Three measures of organizational commitment (Q42) are presented. *Affective Commitment* can be defined as an emotional attachment to, an identification with, and an involvement in, an organization (Q42a, b, e, h, j, and m). *Continuance Commitment* can defined as an attachment based on the perceived costs of leaving an organization (Q42c, f, i, l, and n). *Normative Commitment* can be defined as a sense of obligation to remain in an organization (Q42d, g, and k). In the tabulations, individual items in this measure are presented first; after the individual items, there are three sets of tabulation pages that show composite measure results. Lower scores on these measures indicate less organizational commitment, whereas higher scores represent more organizational commitment.

Margins of Error

The complex sample design required weighting to produce population estimates (e.g., percent female).[7] Because of the weighting, conventional formulas for calculating the margin of error will overstate the reliability of the estimate. For this report, variance estimates were calculated using SUDAAN© PROC DESCRIPT (Research Triangle Institute, 2004).

By definition, sample surveys are subject to sampling error. Standard errors are estimates of the variance around population parameters, such as percentages or means, and are used to construct margins of error (i.e., confidence interval half-widths). Percentages and means in these tabulations are reported with margins of error based on 95% confidence intervals. In order to compress the data displayed, only the maximum margin of error (Max ME) for each reporting category is shown. That is, the tab volume shows only the largest margin of error for the percentages or means in each row. For each average shown in these tabulations, its margin of error is also printed.

Estimates may be unstable based on a small number of observations or relatively large variance in the data or weights. Particularly unstable estimates are suppressed or annotated in these tabulations. The following rules are used:

- "0" indicates that no one in any reporting group selected the response option,
- NR indicates the estimate is *Not Reportable* because it was based on fewer than 30 respondents or the relative standard error was high. NR frequently occurs for percent responding and not for the percentage estimates because the sample sizes in the "percent responding" cell are relatively small (i.e., 31 to 140), making it difficult to reliably estimate extreme values (i.e., percentages greater than 95% or less than 5%),
- NA indicates the response option was *Not Applicable* because the question did not apply to respondents in the reporting category based on answers to previous questions,
- no Max ME is printed when all percentages in the row are shown as NR,
- no margin of error is printed for an average when it is shown as NR.

[7] As a result of differential weighting, only certain statistical software procedures, such as SUDAAN, correctly calculate standard errors, variances, or tests of statistical significance for stratified samples. ©Copyright 2004 by Research Triangle Institute, P.O. Box 12194, Research Triangle Park, NC 27709-2194

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Standards for Maintaining, Collecting, and Presenting Federal Data on Race and Ethnicity, 62 Fed. Reg. 58781 (1997).

Tabulations of Responses

1. For which Department of Defense (DoD) component did you work on April 24, 2006?

1. Department of the Army
2. Department of the Navy
3. Department of the Air Force
4. DoD Office, Agency, or Field Activity
5. None, you were retired or had left

	Percent Responding		Percentages					Max ME
			1	2	3	4	5	
OVERALL AND COMPONENT								
Total DoD	100	±1	36	25	23	16	0°	±1
Army	100	±1	100	0	0	0	0°	±0
Navy	100	±1	0	100	0	0	0°	±0
Marine Corps	99	±2	0	100	0	0	0°	±0
Air Force	100	±1	0	0	100	0	0°	±0
DoD Agencies/Field Activities	99	±1	0	0	0	100	0°	±0
PAY PLAN/GRADE								
White Collar Total	100	±1	37	23	22	18	0°	±1
GS 1 to 4	99	±1	41	16	19	25	0°	±4
GS 5 to 8	100	±1	43	21	21	15	0°	±2
GS 9 to 12	100	±1	36	23	24	17	0°	±2
GS/GM 13 to 15	100	±1	36	26	21	18	0°	±3
SES	100	±1	20	29	12	39	0°	±5
Blue Collar Total	99	±1	32	24	33	11	0°	±2
WG 1 to 5	98	±1	38	19	8	35	0°	±6
WG 6 to 9	99	±1	43	21	26	10	0°	±4
WG 10 to 15	99	±1	24	22	47	6	0°	±3
WS/WL 1 to 19	100	±1	31	29	32	9	0°	±5
NSPS Pay Plans	100	±1	22	38	28	13	0°	±2
Demo/APS Pay Plans	100	±1	31	54	10	4	0°	±2
NSPS STATUS								
Spiral 1.1	100	±1	22	38	28	13	0°	±2
All Others	100	±1	36	25	23	16	0°	±1
OCCUPATIONAL GROUPS								
Professional	100	±1	34	30	17	19	0°	±2
Administrative	100	±1	36	23	23	18	0°	±2
Technical	100	±1	39	26	21	14	0°	±2
Clerical	100	±1	42	19	22	16	0°	±3
Other White Collar	100	±1	42	27	21	10	0°	±4
Blue Collar	99	±1	32	25	33	11	0°	±2
Scientists	100	±1	49	32	14	4	0°	±4
Engineers	100	±1	32	44	19	5	0°	±3
SUPERVISOR/MANAGER								
Supervisor	100	±1	37	25	27	12	0°	±3
Manager	100	±1	35	26	23	16	0°	±4
Wage Leader	100	±1	34	30	26	9	0°	±7
Wage Supervisor	100	±0	24	20	47	9	0°	±6
Team Leader	100	±1	36	32	20	13	0°	±3
Non-Supervisor	100	±1	36	24	23	17	0°	±1
EDUCATION								
No College	99	±1	38	24	23	15	0°	±3
Some College	100	±1	35	25	26	14	0°	±2
4-Year Degree	100	±1	35	28	20	18	0°	±2
Graduate/Professional Degree	100	±1	36	24	22	18	0°	±2

Note. Percent responding are Civilian employees who answered the question. Respondents who were separated or retired are excluded from this report.
° Response option never endorsed.

1. For which Department of Defense (DoD) component did you work on April 24, 2006?

	Percent Responding		Percentages					Max ME
			1	2	3	4	5	
SCHEDULE/LOCATION								
Full-Time	100	±1	36	26	24	15	0°	±1
Other Than Full-Time	99	±1	30	12	16	42	0°	±6
CONUS	100	±1	35	26	24	15	0°	±1
OCONUS	100	±1	40	23	13	24	0°	±3
BARGAINING UNIT								
Not in Bargaining Unit	100	±1	36	28	22	15	0°	±1
In Bargaining Unit	100	±1	35	23	25	17	0°	±2
DISABILITY								
No Disability	100	±1	35	26	23	16	0°	±1
Disability	100	±1	38	23	24	15	0°	±2
Targeted Disability	100	±1	35	25	23	17	0°	±4
Other Disability	100	±1	40	22	24	14	0°	±3
VETERAN/PREFERENCE								
Non-Veteran	100	±1	34	28	19	18	0°	±1
Veteran	100	±1	37	22	29	12	0°	±2
10 Point, 30%	100	±1	41	20	29	10	0°	±3
10 Point, Not 30%	100	±1	44	18	25	13	0°	±4
5 Point	100	±1	35	24	28	12	0°	±2
No Preference	100	±1	36	19	32	13	0°	±4
TYPE OF APPOINTMENT								
Permanent	100	±1	35	26	24	15	0°	±1
Non-Permanent	99	±1	43	16	17	23	0°	±4
RETIREMENT PLAN/ELIGIBILITY								
CSRS	100	±1	33	29	22	15	0°	±2
FERS	100	±1	36	24	24	15	0°	±1
Other Plan	99	±1	40	18	21	21	0°	±4
Not Eligible	100	±1	35	25	24	17	0°	±2
Optional Eligible	100	±1	37	26	23	14	0°	±2
Discontinued Service	100	±1	35	26	23	16	0°	±3
AGE & LENGTH OF SERVICE								
29 Years Old or Less	100	±1	40	21	23	16	0°	±3
30 to 39 Years Old	100	±1	36	23	26	15	0°	±3
40 to 49 Years Old	100	±1	34	26	25	15	0°	±2
50 to 59 Years Old	100	±1	35	27	22	17	0°	±2
60 Years Old or More	100	±1	36	26	21	16	0°	±3
6 Months to 4 Years of Service	100	±1	40	21	20	19	0°	±3
5 to 10 Years of Service	100	±1	37	22	26	15	0°	±3
11 to 20 Years of Service	100	±1	34	25	25	16	0°	±2
21 to 30 Years of Service	100	±1	35	27	24	15	0°	±2
More Than 30 Years of Service	100	±1	35	28	22	14	0°	±2
GENDER & RACE/ETHNICITY								
Male	100	±1	35	27	25	13	0°	±1
Female	100	±1	37	22	20	21	0°	±2
Non-Hispanic White	100	±1	35	25	25	15	0°	±1
Total Minority	100	±1	36	27	21	16	0°	±2
Non-Hispanic Black	100	±1	41	23	19	18	0°	±2
Hispanic	100	±1	36	20	28	15	0°	±3
Non-Hispanic Asian	100	±1	24	47	13	16	0°	±4

Note. Percent responding are Civilian employees who answered the question. Respondents who were separated or retired are excluded from this report.
° Response option never endorsed.

2. Do you work for the Navy or Marine Corps?

1. Navy 2. Marine Corps

	Percent Responding		Percentages 1	Percentages 2	Max ME
OVERALL AND COMPONENT					
Total DoD	25	±1	92	8	±1
Army	NA		NA	NA	
Navy	99	±1	92	8	±1
Marine Corps	99	±2	0	100	±0
Air Force	NA		NA	NA	
DoD Agencies/Field Activities	NA		NA	NA	
PAY PLAN/GRADE					
White Collar Total	23	±1	92	8	±1
GS 1 to 4	15	±3	89	11	±4
GS 5 to 8	21	±2	90	10	±2
GS 9 to 12	23	±1	92	8	±2
GS/GM 13 to 15	26	±2	93	7	±2
SES	28	±4	99	1	±4
Blue Collar Total	24	±2	88	12	±3
WG 1 to 5	19	±5	89	11	±12
WG 6 to 9	21	±3	79	21	±8
WG 10 to 15	22	±3	91	9	±5
WS/WL 1 to 19	28	±4	92	8	±6
NSPS Pay Plans	38	±2	100	0	±1
Demo/APS Pay Plans	54	±2	96	4	±2
NSPS STATUS					
Spiral 1.1	38	±2	100	0	±1
All Others	25	±1	91	9	±1
OCCUPATIONAL GROUPS					
Professional	30	±2	96	4	±1
Administrative	23	±2	90	10	±2
Technical	26	±2	92	8	±2
Clerical	19	±2	90	10	±3
Other White Collar	27	±4	89	11	±3
Blue Collar	24	±2	89	11	±3
Scientists	32	±4	97	3	±3
Engineers	44	±3	97	3	±2
SUPERVISOR/MANAGER					
Supervisor	25	±2	92	8	±3
Manager	26	±3	89	11	±3
Wage Leader	30	±6	92	8	±9
Wage Supervisor	20	±5	89	11	±12
Team Leader	32	±2	93	7	±3
Non-Supervisor	24	±1	92	8	±1
EDUCATION					
No College	23	±2	90	10	±3
Some College	25	±1	90	10	±2
4-Year Degree	27	±2	94	6	±1
Graduate/Professional Degree	24	±2	94	6	±2

Note. Percent responding are Civilian employees who answered the question and who work for the Department of the Navy (Q1).
NA: Not applicable

2. Do you work for the Navy or Marine Corps?

	Percent Responding		Percentages 1	Percentages 2	Max ME
SCHEDULE/LOCATION					
Full-Time	26	±1	92	8	±1
Other Than Full-Time	12	±3	96	4	±9
CONUS	25	±1	92	8	±1
OCONUS	23	±3	93	7	±3
BARGAINING UNIT					
Not in Bargaining Unit	28	±1	92	8	±1
In Bargaining Unit	23	±1	91	9	±2
DISABILITY					
No Disability	26	±1	92	8	±1
Disability	22	±2	89	11	±3
Targeted Disability	24	±3	89	11	±4
Other Disability	21	±2	89	11	±3
VETERAN/PREFERENCE					
Non-Veteran	28	±1	93	7	±1
Veteran	22	±1	89	11	±2
10 Point, 30%	20	±2	86	14	±4
10 Point, Not 30%	18	±3	87	13	±5
5 Point	24	±2	90	10	±2
No Preference	19	±3	89	11	±5
TYPE OF APPOINTMENT					
Permanent	26	±1	92	8	±1
Non-Permanent	16	±3	84	16	±9
RETIREMENT PLAN/ELIGIBILITY					
CSRS	29	±2	93	7	±2
FERS	24	±1	91	9	±1
Other Plan	18	±3	92	8	±5
Not Eligible	25	±1	92	8	±2
Optional Eligible	25	±1	92	8	±2
Discontinued Service	25	±2	92	8	±3
AGE & LENGTH OF SERVICE					
29 Years Old or Less	21	±3	92	8	±4
30 to 39 Years Old	23	±2	92	8	±3
40 to 49 Years Old	26	±2	91	9	±2
50 to 59 Years Old	26	±1	92	8	±2
60 Years Old or More	26	±2	91	9	±3
6 Months to 4 Years of Service	21	±2	92	8	±3
5 to 10 Years of Service	22	±2	92	8	±3
11 to 20 Years of Service	25	±2	91	9	±2
21 to 30 Years of Service	27	±1	91	9	±2
More Than 30 Years of Service	28	±2	92	8	±2
GENDER & RACE/ETHNICITY					
Male	27	±1	92	8	±1
Female	22	±1	91	9	±2
Non-Hispanic White	25	±1	92	8	±1
Total Minority	27	±2	91	9	±2
Non-Hispanic Black	23	±2	88	12	±3
Hispanic	20	±3	88	12	±4
Non-Hispanic Asian	46	±3	95	5	±2

Note. Percent responding are Civilian employees who answered the question and who work for the Department of the Navy (Q1).

3. Are you...?

1. A permanent employee
2. A non-permanent employee

	Percent Responding		Percentages 1	Percentages 2	Max ME
OVERALL AND COMPONENT					
Total DoD	100	±1	95	5	±1
Army	100	±1	94	6	±1
Navy	99	±1	97	3	±1
Marine Corps	99	±2	94	6	±4
Air Force	100	±1	96	4	±1
DoD Agencies/Field Activities	100	±1	93	7	±2
PAY PLAN/GRADE					
White Collar Total	100	±1	95	5	±1
GS 1 to 4	99	±1	69	31	±5
GS 5 to 8	100	±1	95	5	±1
GS 9 to 12	100	±1	98	2	±1
GS/GM 13 to 15	100	±1	99	1	±1
SES	100	±0	97	3	±3
Blue Collar Total	99	±1	93	7	±2
WG 1 to 5	100	±1	69	31	±6
WG 6 to 9	99	±1	93	7	±3
WG 10 to 15	99	±1	96	4	±2
WS/WL 1 to 19	100	±1	98	2	±3
NSPS Pay Plans	100	±1	99	1	±1
Demo/APS Pay Plans	100	±1	98	2	±1
NSPS STATUS					
Spiral 1.1	100	±1	99	1	±1
All Others	100	±1	95	5	±1
OCCUPATIONAL GROUPS					
Professional	100	±1	96	4	±1
Administrative	100	±1	98	2	±1
Technical	100	±1	95	5	±1
Clerical	100	±1	88	12	±3
Other White Collar	100	±1	88	12	±3
Blue Collar	99	±1	93	7	±2
Scientists	100	±1	96	4	±2
Engineers	100	±1	99	1	±1
SUPERVISOR/MANAGER					
Supervisor	100	±1	97	3	±2
Manager	100	±1	97	3	±2
Wage Leader	100	±0	96	4	±3
Wage Supervisor	100	±1	97	3	±3
Team Leader	100	±1	98	2	±1
Non-Supervisor	100	±1	94	6	±1
EDUCATION					
No College	99	±1	94	6	±2
Some College	100	±1	94	6	±1
4-Year Degree	100	±1	96	4	±1
Graduate/Professional Degree	100	±1	96	4	±1

Note. Percent responding are Civilian employees who answered the question.

3. Are you...?

	Percent Responding		Percentages 1	Percentages 2	Max ME
SCHEDULE/LOCATION					
Full-Time	100	±1	96	4	±1
Other Than Full-Time	99	±1	51	49	±5
CONUS	100	±1	95	5	±1
OCONUS	99	±1	90	10	±3
BARGAINING UNIT					
Not in Bargaining Unit	100	±1	94	6	±1
In Bargaining Unit	100	±1	96	4	±1
DISABILITY					
No Disability	100	±1	95	5	±1
Disability	100	±1	95	5	±1
Targeted Disability	100	±1	96	4	±2
Other Disability	100	±1	95	5	±2
VETERAN/PREFERENCE					
Non-Veteran	100	±1	94	6	±1
Veteran	100	±1	96	4	±1
10 Point, 30%	100	±1	94	6	±2
10 Point, Not 30%	100	±1	96	4	±2
5 Point	100	±1	97	3	±1
No Preference	100	±1	96	4	±2
TYPE OF APPOINTMENT					
Permanent	100	±1	100	0	±0
Non-Permanent	100	±1	0	100	±0
RETIREMENT PLAN/ELIGIBILITY					
CSRS	100	±1	99	1	±1
FERS	100	±1	96	4	±1
Other Plan	100	±1	59	41	±4
Not Eligible	100	±1	92	8	±1
Optional Eligible	100	±1	98	2	±1
Discontinued Service	100	±1	98	2	±1
AGE & LENGTH OF SERVICE					
29 Years Old or Less	100	±1	77	23	±3
30 to 39 Years Old	100	±1	93	7	±2
40 to 49 Years Old	100	±1	97	3	±1
50 to 59 Years Old	100	±1	98	2	±1
60 Years Old or More	100	±1	98	2	±1
6 Months to 4 Years of Service	100	±1	77	23	±3
5 to 10 Years of Service	100	±1	94	6	±2
11 to 20 Years of Service	100	±1	98	2	±1
21 to 30 Years of Service	100	±1	99	1	±1
More Than 30 Years of Service	100	±1	99	1	±1
GENDER & RACE/ETHNICITY					
Male	100	±1	96	4	±1
Female	100	±1	94	6	±1
Non-Hispanic White	100	±1	96	4	±1
Total Minority	100	±1	93	7	±1
Non-Hispanic Black	100	±1	93	7	±2
Hispanic	100	±1	94	6	±2
Non-Hispanic Asian	99	±1	94	6	±2

Note. Percent responding are Civilian employees who answered the question.

4. What is your current pay plan?

1. GS/GM
2. WG
3. WL
4. WS
5. SES
6. Other

	Percent Responding		Percentages						Max ME
			1	2	3	4	5	6	
OVERALL AND COMPONENT									
Total DoD	100	±1	69	17	1	2	0	10	±1
Army	100	±1	73	15	1	1	0	9	±2
Navy	100	±1	64	14	2	2	0	18	±2
Marine Corps	99	±2	64	22	2	2	0	10	±6
Air Force	100	±1	65	25	2	4	0	5	±2
DoD Agencies/Field Activities	100	±1	75	12	1	1	1	10	±2
PAY PLAN/GRADE									
White Collar Total	100	±1	95	0	0	0	0	5	±1
GS 1 to 4	100	±1	99	0	0	0	0	1	±2
GS 5 to 8	100	±1	99	0	0	0	0	1	±1
GS 9 to 12	100	±0	98	0	0	0	0	2	±1
GS/GM 13 to 15	100	±1	97	0	0	0	0	3	±2
SES	100	±0	0	0	0	0	100	0	±0
Blue Collar Total	100	±1	0	78	7	10	0	5	±2
WG 1 to 5	100	±1	0	100	0	0	0	0	±2
WG 6 to 9	99	±1	0	99	0	0	0	1	±1
WG 10 to 15	100	±1	0	99	0	0	0	1	±1
WS/WL 1 to 19	100	±1	0	0	35	52	0	13	±5
NSPS Pay Plans	100	±1	80	0	0	0	0	20	±2
Demo/APS Pay Plans	100	±1	17	0	0	0	0	83	±2
NSPS STATUS									
Spiral 1.1	100	±1	80	0	0	0	0	20	±2
All Others	100	±1	69	17	1	2	0	10	±1
OCCUPATIONAL GROUPS									
Professional	100	±1	74	0	0	0	1	25	±2
Administrative	100	±1	92	0	0	0	0	8	±1
Technical	100	±1	95	0	0	0	0	5	±1
Clerical	100	±1	93	1	0	0	0	6	±2
Other White Collar	100	±1	95	0	0	0	0	5	±3
Blue Collar	100	±1	3	76	6	9	0	5	±2
Scientists	100	±1	72	0	0	0	1	26	±4
Engineers	100	±1	71	0	0	0	0	29	±2
SUPERVISOR/MANAGER									
Supervisor	100	±1	81	4	0	4	0	10	±2
Manager	100	±1	85	2	0	3	2	8	±3
Wage Leader	100	±1	11	18	67	0	0	3	±6
Wage Supervisor	100	±0	6	23	1	66	0	4	±6
Team Leader	100	±1	80	4	0	0	0	15	±2
Non-Supervisor	100	±1	68	22	0	0	0	10	±1
EDUCATION									
No College	100	±1	49	40	3	3	0	4	±3
Some College	100	±1	66	23	2	3	0	6	±1
4-Year Degree	100	±1	82	3	0	1	0	14	±2
Graduate/Professional Degree	100	±1	75	0	0	0	1	24	±2

Note. Percent responding are Civilian employees who answered the question.

4. What is your current pay plan?

	Percent Responding		Percentages						Max ME
			1	2	3	4	5	6	
SCHEDULE/LOCATION									
Full-Time	100	±1	69	17	1	2	0	10	±1
Other Than Full-Time	99	±2	65	19	0	0	0	15	±5
CONUS	100	±1	69	17	1	2	0	10	±1
OCONUS	100	±1	72	11	1	2	0	14	±3
BARGAINING UNIT									
Not in Bargaining Unit	100	±1	74	8	1	3	0	14	±1
In Bargaining Unit	100	±1	64	27	2	1	0	6	±1
DISABILITY									
No Disability	100	±1	69	16	1	2	0	11	±1
Disability	100	±1	70	20	1	2	0	7	±2
Targeted Disability	100	±0	66	24	2	2	0	6	±4
Other Disability	100	±1	72	18	1	2	0	7	±3
VETERAN/PREFERENCE									
Non-Veteran	100	±1	73	12	1	1	0	13	±1
Veteran	100	±1	64	23	2	3	0	7	±1
10 Point, 30%	100	±1	70	19	1	2	0	7	±3
10 Point, Not 30%	100	±1	73	18	2	2	0	5	±3
5 Point	100	±1	62	25	2	4	0	7	±2
No Preference	100	±1	61	24	1	4	1	9	±4
TYPE OF APPOINTMENT									
Permanent	100	±1	70	16	1	2	0	10	±1
Non-Permanent	100	±1	53	27	1	0	0	18	±4
RETIREMENT PLAN/ELIGIBILITY									
CSRS	100	±1	71	13	2	4	0	10	±2
FERS	100	±1	69	18	1	2	0	10	±1
Other Plan	99	±1	62	20	1	1	0	16	±4
Not Eligible	100	±1	70	14	1	1	0	13	±1
Optional Eligible	100	±1	68	19	2	2	0	9	±1
Discontinued Service	100	±1	70	17	2	3	0	8	±3
AGE & LENGTH OF SERVICE									
29 Years Old or Less	100	±1	62	26	0	0	0	11	±3
30 to 39 Years Old	100	±1	64	22	1	1	0	12	±2
40 to 49 Years Old	100	±1	71	15	1	2	0	11	±1
50 to 59 Years Old	100	±1	71	15	2	3	0	10	±1
60 Years Old or More	100	±1	75	12	1	1	1	10	±3
6 Months to 4 Years of Service	100	±1	63	22	0	0	0	14	±3
5 to 10 Years of Service	100	±1	62	25	1	1	0	11	±3
11 to 20 Years of Service	100	±1	72	14	1	2	0	11	±2
21 to 30 Years of Service	100	±1	72	15	2	3	0	9	±1
More Than 30 Years of Service	100	±1	72	12	2	4	1	9	±2
GENDER & RACE/ETHNICITY									
Male	100	±1	60	24	2	3	0	11	±1
Female	100	±1	85	5	0	0	0	10	±1
Non-Hispanic White	100	±1	68	17	1	2	0	11	±1
Total Minority	100	±1	72	16	2	2	0	8	±1
Non-Hispanic Black	100	±1	76	15	1	2	0	7	±2
Hispanic	100	±1	69	19	2	2	0	8	±3
Non-Hispanic Asian	100	±0	70	13	1	2	0	14	±3

Note. Percent responding are Civilian employees who answered the question.

5. Current Pay Plan/Grade: Constructed from Q4 – Q10.

1. GS 1 to 4
2. GS 5 to 8
3. GS 9 to 12
4. GS/GM 13 to 15
5. SES

	Percent Responding		Percentages					Max ME
			1	2	3	4	5	
OVERALL AND COMPONENT								
Total DoD	100	±1	3	18	34	14	0	±1
Army	100	±1	4	22	34	14	0	±2
Navy	100	±1	2	15	31	16	0	±2
Marine Corps	99	±2	3	18	31	12	0	±5
Air Force	100	±1	3	16	34	12	0	±2
DoD Agencies/Field Activities	99	±1	5	17	37	16	1	±2
PAY PLAN/GRADE								
White Collar Total	100	±1	5	25	47	19	0	±1
GS 1 to 4	100	±1	99	0	0	0	0	±2
GS 5 to 8	100	±1	0	99	0	0	0	±1
GS 9 to 12	100	±1	0	0	98	0	0	±1
GS/GM 13 to 15	100	±1	0	0	0	97	0	±2
SES	100	±0	0	0	0	0	100	±0
Blue Collar Total	100	±1	0	0	0	0	0	±0
WG 1 to 5	100	±1	0	0	0	0	0	±0
WG 6 to 9	99	±1	0	0	0	0	0	±0
WG 10 to 15	100	±1	0	0	0	0	0	±0
WS/WL 1 to 19	100	±1	0	0	0	0	0	±0
NSPS Pay Plans	99	±1	1	9	32	39	0	±2
Demo/APS Pay Plans	100	±1	0	1	4	11	0	±2
NSPS STATUS								
Spiral 1.1	99	±1	1	9	32	39	0	±2
All Others	100	±1	4	18	34	14	0	±1
OCCUPATIONAL GROUPS								
Professional	99	±1	0	1	42	30	1	±2
Administrative	100	±1	0	3	65	24	0	±2
Technical	100	±1	4	60	29	2	0	±2
Clerical	100	±1	33	58	2	0	0	±3
Other White Collar	100	±1	8	76	9	2	0	±4
Blue Collar	100	±1	0	1	2	0	0	±1
Scientists	99	±1	0	0	39	33	1	±4
Engineers	100	±1	0	1	33	38	0	±3
SUPERVISOR/MANAGER								
Supervisor	100	±1	2	11	37	31	0	±3
Manager	100	±1	1	5	34	46	2	±4
Wage Leader	100	±1	0	5	5	1	0	±4
Wage Supervisor	100	±0	0	3	3	1	0	±3
Team Leader	100	±1	2	13	36	29	0	±3
Non-Supervisor	100	±1	5	22	35	7	0	±1
EDUCATION								
No College	99	±1	6	24	17	2	0	±2
Some College	100	±1	5	25	32	5	0	±1
4-Year Degree	100	±1	2	11	47	22	0	±2
Graduate/Professional Degree	99	±1	0	3	32	39	1	±2

Note. Percent responding are Civilian employees who answered the question.

5. Current Pay Plan/Grade: Constructed from Q4 – Q10.

	Percent Responding		Percentages					Max ME
			1	2	3	4	5	
SCHEDULE/LOCATION								
Full-Time	100	±1	2	18	34	15	0	±1
Other Than Full-Time	99	±2	42	11	8	4	0	±5
CONUS	100	±1	3	18	33	15	0	±1
OCONUS	100	±1	7	18	36	12	0	±3
BARGAINING UNIT								
Not in Bargaining Unit	100	±1	3	14	34	22	0	±1
In Bargaining Unit	100	±1	4	22	33	5	0	±1
DISABILITY								
No Disability	100	±1	3	17	34	15	0	±1
Disability	100	±1	4	24	33	9	0	±2
Targeted Disability	100	±1	4	23	32	6	0	±4
Other Disability	100	±1	4	24	33	10	0	±3
VETERAN/PREFERENCE								
Non-Veteran	100	±1	5	19	34	16	0	±1
Veteran	100	±1	2	17	33	12	0	±1
10 Point, 30%	100	±1	3	20	37	11	0	±3
10 Point, Not 30%	100	±1	2	20	39	13	0	±4
5 Point	100	±1	2	16	32	12	0	±2
No Preference	100	±1	2	15	29	15	1	±4
TYPE OF APPOINTMENT								
Permanent	100	±1	3	18	35	15	0	±1
Non-Permanent	99	±1	22	17	12	2	0	±4
RETIREMENT PLAN/ELIGIBILITY								
CSRS	100	±1	2	13	36	21	0	±2
FERS	100	±1	3	20	34	13	0	±1
Other Plan	99	±1	19	18	20	5	0	±4
Not Eligible	100	±1	4	17	33	16	0	±1
Optional Eligible	100	±1	3	19	34	12	0	±1
Discontinued Service	100	±1	3	18	35	14	0	±3
AGE & LENGTH OF SERVICE								
29 Years Old or Less	99	±1	12	23	26	1	0	±3
30 to 39 Years Old	99	±1	4	21	28	10	0	±3
40 to 49 Years Old	100	±1	3	17	35	16	0	±2
50 to 59 Years Old	100	±1	2	16	35	17	0	±1
60 Years Old or More	100	±1	2	18	37	18	1	±3
6 Months to 4 Years of Service	99	±1	11	20	28	4	0	±3
5 to 10 Years of Service	100	±1	5	23	28	6	0	±3
11 to 20 Years of Service	100	±1	3	22	32	15	0	±2
21 to 30 Years of Service	100	±1	1	15	37	17	0	±2
More Than 30 Years of Service	100	±1	1	11	37	23	1	±2
GENDER & RACE/ETHNICITY								
Male	100	±1	2	11	31	17	0	±1
Female	99	±1	7	30	38	11	0	±1
Non-Hispanic White	100	±1	2	15	34	16	0	±1
Total Minority	100	±1	6	24	32	9	0	±1
Non-Hispanic Black	99	±1	7	29	31	9	0	±2
Hispanic	100	±1	5	23	33	7	0	±3
Non-Hispanic Asian	100	±1	7	18	31	14	0	±3

Note. Percent responding are Civilian employees who answered the question.

5. Current Pay Plan/Grade: Constructed from Q4 – Q10. (Continued)

6. WG 1 to 5
7. WG 6 to 9
8. WG 10 to 15
9. WS/WL 1 to 19
10. NSPS Pay Plans
11. Other

	Percent Responding		Percentages						Max ME
			6	7	8	9	10	11	
OVERALL AND COMPONENT									
Total DoD	100	±1	2	6	9	3	0	10	±1
Army	100	±1	2	7	6	2	0	9	±2
Navy	100	±1	2	5	8	4	1	17	±2
Marine Corps	99	±2	2	11	8	4	0	10	±5
Air Force	100	±1	1	6	18	5	0	4	±2
DoD Agencies/Field Activities	99	±1	5	4	4	2	0	10	±2
PAY PLAN/GRADE									
White Collar Total	100	±1	0	0	0	0	0	5	±1
GS 1 to 4	100	±1	0	0	0	0	0	1	±2
GS 5 to 8	100	±1	0	0	0	0	0	1	±1
GS 9 to 12	100	±1	0	0	0	0	0	2	±1
GS/GM 13 to 15	100	±1	0	0	0	0	0	3	±2
SES	100	±0	0	0	0	0	0	0	±0
Blue Collar Total	100	±1	10	27	41	16	0	5	±2
WG 1 to 5	100	±1	100	0	0	0	0	0	±2
WG 6 to 9	99	±1	0	99	0	0	0	1	±1
WG 10 to 15	100	±1	0	0	99	0	0	1	±1
WS/WL 1 to 19	100	±1	0	0	0	87	0	13	±4
NSPS Pay Plans	99	±1	0	0	0	0	18	1	±2
Demo/APS Pay Plans	100	±1	0	0	0	0	0	83	±2
NSPS STATUS									
Spiral 1.1	99	±1	0	0	0	0	18	1	±2
All Others	100	±1	2	6	9	4	0	10	±1
OCCUPATIONAL GROUPS									
Professional	99	±1	0	0	0	0	0	25	±2
Administrative	100	±1	0	0	0	0	1	7	±1
Technical	100	±1	0	0	0	0	0	4	±1
Clerical	100	±1	1	0	0	0	0	6	±2
Other White Collar	100	±1	0	0	0	0	0	5	±3
Blue Collar	100	±1	10	26	40	16	0	5	±2
Scientists	99	±1	0	0	0	0	0	26	±4
Engineers	100	±1	0	0	0	0	1	28	±2
SUPERVISOR/MANAGER									
Supervisor	100	±1	1	1	3	4	0	10	±2
Manager	100	±1	0	1	0	3	0	8	±3
Wage Leader	100	±1	4	5	9	68	0	3	±6
Wage Supervisor	100	±0	3	9	11	67	0	4	±6
Team Leader	100	±1	0	2	2	0	0	15	±2
Non-Supervisor	100	±1	3	7	12	0	0	10	±1
EDUCATION									
No College	99	±1	8	17	16	6	0	4	±2
Some College	100	±1	2	7	13	5	0	5	±1
4-Year Degree	100	±1	0	1	2	1	1	13	±2
Graduate/Professional Degree	99	±1	0	0	0	0	0	23	±2

Note. Percent responding are Civilian employees who answered the question.

5. Current Pay Plan/Grade: Constructed from Q4 – Q10. (Continued)

	Percent Responding		Percentages						Max ME
			6	7	8	9	10	11	
SCHEDULE/LOCATION									
Full-Time	100	±1	2	6	9	4	0	10	±1
Other Than Full-Time	99	±2	17	2	0	1	0	15	±5
CONUS	100	±1	2	6	9	3	0	10	±1
OCONUS	100	±1	2	4	5	3	0	14	±3
BARGAINING UNIT									
Not in Bargaining Unit	100	±1	1	2	4	4	1	13	±1
In Bargaining Unit	100	±1	3	9	14	3	0	6	±1
DISABILITY									
No Disability	100	±1	2	5	9	3	0	11	±1
Disability	100	±1	3	7	9	3	0	7	±2
Targeted Disability	100	±1	3	9	12	4	0	6	±4
Other Disability	100	±1	3	7	8	3	0	7	±3
VETERAN/PREFERENCE									
Non-Veteran	100	±1	2	4	5	2	0	12	±1
Veteran	100	±1	2	8	13	5	0	7	±1
10 Point, 30%	100	±1	2	7	10	3	0	7	±3
10 Point, Not 30%	100	±1	2	7	9	4	0	5	±3
5 Point	100	±1	2	8	14	6	0	7	±2
No Preference	100	±1	1	9	14	5	0	9	±4
TYPE OF APPOINTMENT									
Permanent	100	±1	2	6	9	4	0	10	±1
Non-Permanent	99	±1	13	8	6	1	0	18	±4
RETIREMENT PLAN/ELIGIBILITY									
CSRS	100	±1	1	4	7	6	0	10	±2
FERS	100	±1	2	6	9	3	0	10	±1
Other Plan	99	±1	8	6	6	1	0	16	±4
Not Eligible	100	±1	2	5	7	3	0	12	±1
Optional Eligible	100	±1	2	7	10	4	0	8	±1
Discontinued Service	100	±1	2	6	9	5	0	8	±3
AGE & LENGTH OF SERVICE									
29 Years Old or Less	99	±1	7	9	10	1	0	10	±3
30 to 39 Years Old	99	±1	2	8	12	2	0	11	±2
40 to 49 Years Old	100	±1	2	4	9	4	0	10	±1
50 to 59 Years Old	100	±1	2	5	8	5	0	9	±1
60 Years Old or More	100	±1	2	5	5	2	0	10	±3
6 Months to 4 Years of Service	99	±1	7	9	7	1	0	13	±3
5 to 10 Years of Service	100	±1	2	9	14	2	0	10	±3
11 to 20 Years of Service	100	±1	2	4	9	3	0	11	±2
21 to 30 Years of Service	100	±1	1	5	9	5	0	9	±1
More Than 30 Years of Service	100	±1	1	4	7	6	0	9	±2
GENDER & RACE/ETHNICITY									
Male	100	±1	2	8	13	5	0	10	±1
Female	99	±1	2	1	1	0	1	9	±1
Non-Hispanic White	100	±1	2	6	9	3	0	11	±1
Total Minority	100	±1	3	6	7	3	0	8	±1
Non-Hispanic Black	99	±1	4	6	5	3	0	6	±2
Hispanic	100	±1	2	7	10	4	0	7	±3
Non-Hispanic Asian	100	±1	3	3	6	3	0	14	±3

Note. Percent responding are Civilian employees who answered the question.

11. Are you...?

1. Male 2. Female

	Percent Responding		Percentages 1	Percentages 2	Max ME
OVERALL AND COMPONENT					
Total DoD	100	±1	63	37	±1
Army	100	±1	62	38	±2
Navy	100	±1	68	32	±2
Marine Corps	99	±2	66	34	±4
Air Force	100	±1	68	32	±2
DoD Agencies/Field Activities	100	±1	51	49	±3
PAY PLAN/GRADE					
White Collar Total	100	±1	55	45	±1
GS 1 to 4	99	±1	29	71	±4
GS 5 to 8	100	±1	39	61	±1
GS 9 to 12	100	±1	60	40	±1
GS/GM 13 to 15	100	±1	72	28	±3
SES	100	±0	81	19	±4
Blue Collar Total	100	±1	91	9	±1
WG 1 to 5	100	±1	71	29	±4
WG 6 to 9	99	±1	91	9	±2
WG 10 to 15	100	±0	94	6	±1
WS/WL 1 to 19	100	±1	94	6	±2
NSPS Pay Plans	99	±1	50	50	±2
Demo/APS Pay Plans	100	±1	70	30	±2
NSPS STATUS					
Spiral 1.1	99	±1	50	50	±2
All Others	100	±1	64	36	±1
OCCUPATIONAL GROUPS					
Professional	100	±1	64	36	±2
Administrative	100	±1	58	42	±2
Technical	100	±1	49	51	±2
Clerical	99	±1	21	79	±2
Other White Collar	100	±1	88	12	±3
Blue Collar	100	±1	91	9	±1
Scientists	99	±1	75	25	±4
Engineers	100	±1	88	12	±2
SUPERVISOR/MANAGER					
Supervisor	100	±1	67	33	±3
Manager	100	±1	74	26	±4
Wage Leader	100	±0	89	11	±4
Wage Supervisor	100	±0	94	6	±3
Team Leader	100	±1	67	33	±3
Non-Supervisor	100	±1	59	41	±1
EDUCATION					
No College	99	±1	64	36	±2
Some College	100	±1	62	38	±1
4-Year Degree	100	±1	64	36	±2
Graduate/Professional Degree	100	±1	66	34	±2

Note. Percent responding are Civilian employees who answered the question.

11. Are you...?

	Percent Responding		Percentages 1	Percentages 2	Max ME
SCHEDULE/LOCATION					
Full-Time	100	±1	64	36	±1
Other Than Full-Time	99	±2	30	70	±5
CONUS	100	±1	64	36	±1
OCONUS	100	±1	57	43	±3
BARGAINING UNIT					
Not in Bargaining Unit	100	±1	62	38	±1
In Bargaining Unit	100	±1	65	35	±1
DISABILITY					
No Disability	100	±1	62	38	±1
Disability	100	±1	70	30	±2
Targeted Disability	100	±1	76	24	±3
Other Disability	100	±1	68	32	±2
VETERAN/PREFERENCE					
Non-Veteran	100	±1	45	55	±1
Veteran	100	±1	86	14	±1
10 Point, 30%	100	±1	85	15	±3
10 Point, Not 30%	100	±1	85	15	±3
5 Point	100	±1	88	12	±1
No Preference	100	±1	79	21	±3
TYPE OF APPOINTMENT					
Permanent	100	±1	64	36	±1
Non-Permanent	99	±1	56	44	±4
RETIREMENT PLAN/ELIGIBILITY					
CSRS	100	±1	62	38	±2
FERS	100	±1	65	35	±1
Other Plan	99	±1	47	53	±4
Not Eligible	100	±1	61	39	±1
Optional Eligible	100	±1	66	34	±1
Discontinued Service	100	±1	61	39	±3
AGE & LENGTH OF SERVICE					
29 Years Old or Less	100	±1	60	40	±3
30 to 39 Years Old	100	±1	62	38	±3
40 to 49 Years Old	100	±1	61	39	±2
50 to 59 Years Old	100	±1	65	35	±1
60 Years Old or More	100	±1	68	32	±3
6 Months to 4 Years of Service	100	±1	57	43	±3
5 to 10 Years of Service	100	±1	62	38	±3
11 to 20 Years of Service	100	±1	57	43	±2
21 to 30 Years of Service	100	±1	64	36	±2
More Than 30 Years of Service	100	±1	78	22	±2
GENDER & RACE/ETHNICITY					
Male	100	±1	100	0	±0
Female	100	±1	0	100	±0
Non-Hispanic White	100	±1	67	33	±1
Total Minority	100	±1	55	45	±1
Non-Hispanic Black	100	±1	47	53	±2
Hispanic	100	±1	62	38	±3
Non-Hispanic Asian	100	±0	60	40	±3

Note. Percent responding are Civilian employees who answered the question.

12. Are you Spanish/Hispanic/Latino?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
OVERALL AND COMPONENT					
Total DoD	99	±1	6	±1	
Army	99	±1	6	±1	
Navy	99	±1	5	±1	
Marine Corps	99	±2	7	±3	
Air Force	99	±1	8	±1	
DoD Agencies/Field Activities	99	±1	6	±2	
PAY PLAN/GRADE					
White Collar Total	99	±1	6	±1	
GS 1 to 4	98	±2	10	±3	
GS 5 to 8	99	±1	8	±1	
GS 9 to 12	99	±1	6	±1	
GS/GM 13 to 15	99	±1	3	±2	
SES	99	±1	1	±2	
Blue Collar Total	99	±1	7	±1	
WG 1 to 5	99	±1	7	±3	
WG 6 to 9	98	±1	7	±2	
WG 10 to 15	100	±1	8	±2	
WS/WL 1 to 19	99	±1	7	±3	
NSPS Pay Plans	99	±1	5	±1	
Demo/APS Pay Plans	99	±1	5	±1	
NSPS STATUS					
Spiral 1.1	99	±1	5	±1	
All Others	99	±1	6	±1	
OCCUPATIONAL GROUPS					
Professional	99	±1	5	±1	
Administrative	99	±1	5	±1	
Technical	99	±1	8	±1	
Clerical	99	±1	9	±2	
Other White Collar	99	±1	8	±3	
Blue Collar	99	±1	7	±1	
Scientists	99	±1	2	±2	
Engineers	99	±1	5	±2	
SUPERVISOR/MANAGER					
Supervisor	100	±1	6	±2	
Manager	100	±1	5	±2	
Wage Leader	99	±1	8	±4	
Wage Supervisor	99	±1	9	±4	
Team Leader	99	±1	6	±2	
Non-Supervisor	99	±1	7	±1	
EDUCATION					
No College	99	±1	7	±1	
Some College	99	±1	7	±1	
4-Year Degree	99	±1	6	±1	
Graduate/Professional Degree	99	±1	5	±1	

Note. Percent responding are Civilian employees who answered the question.

12. Are you Spanish/Hispanic/Latino?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
SCHEDULE/LOCATION					
Full-Time	99	±1	6	±1	
Other Than Full-Time	99	±2	10	±4	
CONUS	99	±1	6	±1	
OCONUS	100	±1	9	±2	
BARGAINING UNIT					
Not in Bargaining Unit	99	±1	6	±1	
In Bargaining Unit	99	±1	7	±1	
DISABILITY					
No Disability	99	±1	6	±1	
Disability	99	±1	7	±1	
Targeted Disability	99	±1	8	±2	
Other Disability	99	±1	7	±1	
VETERAN/PREFERENCE					
Non-Veteran	99	±1	6	±1	
Veteran	99	±1	7	±1	
10 Point, 30%	99	±1	7	±2	
10 Point, Not 30%	100	±1	7	±2	
5 Point	99	±1	7	±1	
No Preference	100	±1	6	±2	
TYPE OF APPOINTMENT					
Permanent	99	±1	6	±1	
Non-Permanent	99	±1	8	±3	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	99	±1	6	±1	
FERS	99	±1	6	±1	
Other Plan	99	±1	9	±3	
Not Eligible	99	±1	6	±1	
Optional Eligible	99	±1	7	±1	
Discontinued Service	99	±1	7	±2	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	99	±1	8	±2	
30 to 39 Years Old	99	±1	8	±2	
40 to 49 Years Old	99	±1	7	±1	
50 to 59 Years Old	99	±1	6	±1	
60 Years Old or More	99	±1	4	±1	
6 Months to 4 Years of Service	99	±1	7	±2	
5 to 10 Years of Service	99	±1	8	±2	
11 to 20 Years of Service	99	±1	7	±1	
21 to 30 Years of Service	99	±1	6	±1	
More Than 30 Years of Service	99	±1	5	±1	
GENDER & RACE/ETHNICITY					
Male	99	±1	6	±1	
Female	99	±1	7	±1	
Non-Hispanic White	99	±1	0	±0	
Total Minority	99	±1	23	±2	
Non-Hispanic Black	98	±1	0	±0	
Hispanic	99	±1	100	±0	
Non-Hispanic Asian	99	±1	0	±0	

Note. Percent responding are Civilian employees who answered the question.

13. What is your race?

a. White
b. Black or African American
c. American Indian or Alaska Native
d. Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
e. Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian or Chamorro)
f. More Than One Race Marked

	Percent Responding		Percentages						Max ME
			a	b	c	d	e	f	
OVERALL AND COMPONENT									
Total DoD	97	±1	79	14	2	6	1	2	±1
Army	97	±1	79	17	2	4	1	2	±1
Navy	97	±1	76	13	2	11	2	2	±2
Marine Corps	97	±2	76	18	2	6	1	3	±4
Air Force	97	±1	84	11	3	3	1	2	±1
DoD Agencies/Field Activities	97	±1	77	16	2	6	1	2	±2
PAY PLAN/GRADE									
White Collar Total	97	±1	78	16	2	6	1	2	±1
GS 1 to 4	94	±3	59	28	2	13	2	3	±4
GS 5 to 8	96	±1	70	23	2	6	1	2	±2
GS 9 to 12	97	±1	81	13	2	5	1	2	±1
GS/GM 13 to 15	99	±1	86	9	1	5	0	1	±2
SES	99	±1	94	3	1	4	1	1	±3
Blue Collar Total	97	±1	80	12	3	5	2	3	±1
WG 1 to 5	98	±2	65	23	3	9	1	1	±5
WG 6 to 9	97	±2	79	15	4	4	1	3	±3
WG 10 to 15	98	±1	85	8	3	4	2	2	±2
WS/WL 1 to 19	96	±2	80	11	3	7	2	3	±4
NSPS Pay Plans	97	±1	75	17	2	9	1	2	±2
Demo/APS Pay Plans	98	±1	84	8	1	8	0	2	±2
NSPS STATUS									
Spiral 1.1	97	±1	75	17	2	9	1	2	±2
All Others	97	±1	79	14	2	6	1	2	±1
OCCUPATIONAL GROUPS									
Professional	97	±1	83	8	2	9	1	2	±2
Administrative	98	±1	81	15	2	3	1	2	±2
Technical	97	±1	75	18	2	5	1	2	±2
Clerical	96	±1	64	27	2	8	2	2	±3
Other White Collar	97	±2	79	16	2	3	1	2	±4
Blue Collar	97	±1	80	12	3	6	2	2	±1
Scientists	98	±1	90	4	3	6	1	3	±3
Engineers	98	±1	83	4	1	13	0	1	±2
SUPERVISOR/MANAGER									
Supervisor	97	±1	79	15	2	5	1	2	±2
Manager	98	±1	81	13	2	4	1	1	±3
Wage Leader	98	±2	75	15	3	7	3	3	±6
Wage Supervisor	95	±2	79	13	3	5	1	1	±5
Team Leader	98	±1	82	12	2	6	1	2	±2
Non-Supervisor	97	±1	78	15	2	6	1	2	±1
EDUCATION									
No College	97	±1	78	15	2	4	1	1	±2
Some College	97	±1	77	16	3	5	1	2	±1
4-Year Degree	98	±1	80	12	2	8	1	2	±2
Graduate/Professional Degree	98	±1	83	11	2	6	1	2	±2

Note. Percent responding are Civilian employees who answered the question.

13. What is your race?

	Percent Responding		Percentages						Max ME
			a	b	c	d	e	f	
SCHEDULE/LOCATION									
Full-Time	97	±1	79	14	2	6	1	2	±1
Other Than Full-Time	94	±3	69	16	2	14	2	3	±5
CONUS	97	±1	80	14	2	4	1	2	±1
OCONUS	96	±2	62	13	2	21	6	4	±3
BARGAINING UNIT									
Not in Bargaining Unit	98	±1	80	14	2	6	1	2	±1
In Bargaining Unit	97	±1	78	15	3	6	1	2	±1
DISABILITY									
No Disability	97	±1	80	13	2	6	1	2	±1
Disability	97	±1	73	19	4	5	1	3	±2
Targeted Disability	97	±1	79	15	5	4	1	3	±3
Other Disability	97	±1	71	21	4	6	1	2	±2
VETERAN/PREFERENCE									
Non-Veteran	97	±1	78	14	2	8	1	2	±1
Veteran	97	±1	80	15	3	4	1	2	±1
10 Point, 30%	97	±1	71	24	4	4	1	2	±3
10 Point, Not 30%	98	±1	76	18	2	5	1	2	±3
5 Point	97	±1	82	12	3	4	1	2	±1
No Preference	97	±1	85	13	1	2	1	2	±3
TYPE OF APPOINTMENT									
Permanent	97	±1	79	14	2	6	1	2	±1
Non-Permanent	97	±2	71	19	2	8	2	2	±4
RETIREMENT PLAN/ELIGIBILITY									
CSRS	98	±1	81	13	2	5	1	2	±1
FERS	97	±1	78	15	2	6	1	2	±1
Other Plan	95	±2	77	15	3	6	2	3	±3
Not Eligible	97	±1	80	14	2	6	1	2	±1
Optional Eligible	97	±1	78	15	2	6	1	2	±1
Discontinued Service	97	±1	80	14	2	6	1	2	±2
AGE & LENGTH OF SERVICE									
29 Years Old or Less	96	±2	81	12	2	8	1	3	±3
30 to 39 Years Old	97	±1	78	15	2	7	1	2	±2
40 to 49 Years Old	97	±1	77	17	2	5	1	2	±1
50 to 59 Years Old	98	±1	80	13	2	5	1	2	±1
60 Years Old or More	99	±1	80	11	3	8	1	2	±2
6 Months to 4 Years of Service	97	±1	76	14	2	9	1	2	±2
5 to 10 Years of Service	96	±1	78	14	2	7	1	2	±2
11 to 20 Years of Service	97	±1	78	15	2	6	1	2	±2
21 to 30 Years of Service	97	±1	80	15	2	4	1	2	±1
More Than 30 Years of Service	99	±1	82	13	2	5	1	2	±2
GENDER & RACE/ETHNICITY									
Male	97	±1	83	11	2	5	1	2	±1
Female	97	±1	72	20	2	6	1	2	±1
Non-Hispanic White	99	±1	100	0	0	0	0	0	±0
Total Minority	93	±1	22	53	8	22	4	7	±2
Non-Hispanic Black	97	±1	0	100	0	0	0	0	±0
Hispanic	75	±3	88	6	4	4	2	3	±3
Non-Hispanic Asian	100	±1	0	0	0	100	0	0	±0

Note. Percent responding are Civilian employees who answered the question.

14. In total, how many years of service have you completed with the Federal government?

1. 5 years or less
2. 6-9 years
3. 10-19 years
4. 20 years or more

	Percent Responding		Percentages 1	2	3	4	Max ME	Average Years of Federal Service	
OVERALL AND COMPONENT									
Total DoD	100	±1	16	7	22	54	±1	19.2	±0.2
Army	100	±1	18	7	22	52	±2	18.8	±0.3
Navy	100	±1	14	7	22	58	±2	20.2	±0.3
Marine Corps	99	±2	13	6	22	59	±5	20.1	±1.0
Air Force	100	±1	14	8	23	54	±2	19.2	±0.3
DoD Agencies/Field Activities	100	±1	19	7	23	51	±3	18.4	±0.5
PAY PLAN/GRADE									
White Collar Total	100	±1	15	7	23	55	±1	19.5	±0.2
GS 1 to 4	99	±2	47	9	24	20	±4	10.2	±0.7
GS 5 to 8	100	±1	18	10	28	44	±2	17.1	±0.3
GS 9 to 12	100	±1	13	6	21	59	±2	20.4	±0.3
GS/GM 13 to 15	100	±1	5	3	22	70	±3	23.4	±0.5
SES	100	±0	3	1	9	86	±4	28.2	±0.8
Blue Collar Total	99	±1	19	10	20	51	±2	18.2	±0.4
WG 1 to 5	98	±2	45	8	17	31	±6	12.5	±1.3
WG 6 to 9	99	±1	27	10	20	43	±4	16.2	±0.9
WG 10 to 15	100	±1	14	13	23	50	±3	18.0	±0.6
WS/WL 1 to 19	100	±1	7	4	17	72	±4	23.8	±0.8
NSPS Pay Plans	99	±1	13	8	24	55	±3	19.7	±0.4
Demo/APS Pay Plans	100	±1	16	7	22	55	±2	19.2	±0.4
NSPS STATUS									
Spiral 1.1	99	±1	13	8	24	55	±3	19.7	±0.4
All Others	100	±1	16	7	22	54	±1	19.2	±0.2
OCCUPATIONAL GROUPS									
Professional	100	±1	21	7	25	47	±2	17.4	±0.3
Administrative	100	±1	8	5	18	69	±2	22.7	±0.3
Technical	100	±1	13	8	25	54	±2	19.5	±0.4
Clerical	99	±1	25	10	27	39	±3	15.5	±0.5
Other White Collar	100	±1	29	16	25	31	±4	13.7	±0.7
Blue Collar	100	±1	19	10	20	51	±2	18.2	±0.4
Scientists	100	±1	19	9	25	47	±4	18.0	±0.8
Engineers	100	±1	20	7	26	47	±3	17.5	±0.5
SUPERVISOR/MANAGER									
Supervisor	100	±1	8	5	24	63	±3	21.9	±0.5
Manager	100	±0	6	3	17	74	±4	24.2	±0.6
Wage Leader	100	±1	13	6	18	63	±6	21.9	±1.4
Wage Supervisor	100	±1	8	4	16	72	±5	23.1	±1.1
Team Leader	100	±1	11	7	26	55	±3	20.1	±0.5
Non-Supervisor	100	±1	20	8	22	50	±1	18.0	±0.2
EDUCATION									
No College	99	±1	16	7	20	57	±2	19.9	±0.5
Some College	100	±1	14	8	22	57	±2	19.9	±0.3
4-Year Degree	100	±1	20	8	24	48	±2	17.7	±0.4
Graduate/Professional Degree	100	±1	17	7	23	53	±2	19.0	±0.4

Note. Percent responding are Civilian employees who answered the question.

14. In total, how many years of service have you completed with the Federal government?

	Percent Responding		Percentages 1	2	3	4	Max ME	Average Years of Federal Service	
SCHEDULE/LOCATION									
Full-Time	100	±1	15	7	23	55	±1	19.6	±0.2
Other Than Full-Time	98	±2	63	10	14	13	±5	7.5	±0.9
CONUS	100	±1	15	7	22	55	±1	19.4	±0.2
OCONUS	100	±1	24	8	23	45	±3	16.8	±0.7
BARGAINING UNIT									
Not in Bargaining Unit	100	±1	16	6	21	56	±2	19.8	±0.3
In Bargaining Unit	99	±1	17	9	23	51	±2	18.5	±0.3
DISABILITY									
No Disability	100	±1	17	8	23	52	±1	18.8	±0.2
Disability	100	±1	11	6	18	64	±2	21.4	±0.4
Targeted Disability	100	±1	10	8	22	59	±4	20.8	±0.7
Other Disability	100	±1	11	6	17	66	±3	21.6	±0.5
VETERAN/PREFERENCE									
Non-Veteran	100	±1	23	7	23	47	±1	17.0	±0.2
Veteran	100	±1	8	9	21	63	±2	21.9	±0.3
10 Point, 30%	100	±1	12	7	17	64	±3	21.6	±0.7
10 Point, Not 30%	100	±1	9	9	21	61	±4	21.3	±0.8
5 Point	100	±1	6	9	21	64	±2	22.5	±0.3
No Preference	100	±1	9	11	26	54	±4	19.2	±0.7
TYPE OF APPOINTMENT									
Permanent	100	±1	14	7	23	56	±1	19.8	±0.2
Non-Permanent	99	±1	66	10	10	14	±4	7.2	±0.7
RETIREMENT PLAN/ELIGIBILITY									
CSRS	100	±1	3	2	3	93	±1	28.1	±0.3
FERS	100	±1	20	10	31	39	±1	16.0	±0.2
Other Plan	99	±1	43	7	10	40	±4	13.4	±0.9
Not Eligible	100	±1	24	9	26	41	±2	15.7	±0.3
Optional Eligible	100	±1	11	6	21	62	±2	21.9	±0.3
Discontinued Service	100	±1	5	3	12	80	±2	23.7	±0.4
AGE & LENGTH OF SERVICE									
29 Years Old or Less	99	±1	77	17	5	0	±3	3.8	±0.2
30 to 39 Years Old	100	±1	30	19	46	5	±3	9.8	±0.3
40 to 49 Years Old	100	±1	10	6	28	55	±2	18.4	±0.3
50 to 59 Years Old	100	±1	5	3	13	79	±1	25.2	±0.3
60 Years Old or More	100	±1	3	2	12	83	±2	28.7	±0.5
6 Months to 4 Years of Service	99	±1	100	0	0	0	±0	2.3	±0.1
5 to 10 Years of Service	100	±1	22	61	17	0	±3	7.3	±0.1
11 to 20 Years of Service	100	±1	0	0	83	17	±2	16.4	±0.1
21 to 30 Years of Service	100	±1	0	0	0	100	±0	25.2	±0.1
More Than 30 Years of Service	100	±1	0	0	0	100	±0	35.2	±0.2
GENDER & RACE/ETHNICITY									
Male	100	±1	15	7	20	57	±1	20.2	±0.2
Female	99	±1	18	7	26	48	±2	17.5	±0.3
Non-Hispanic White	100	±1	15	7	22	55	±1	19.5	±0.2
Total Minority	100	±1	18	8	23	51	±2	18.4	±0.3
Non-Hispanic Black	99	±1	16	6	23	54	±2	19.2	±0.4
Hispanic	100	±1	18	10	23	49	±3	17.9	±0.6
Non-Hispanic Asian	100	±1	23	9	26	42	±3	16.6	±0.7

Note. Percent responding are Civilian employees who answered the question.

15. In total, how many years of service have you completed with the Department of Defense?

1. 5 years or less
2. 6-9 years
3. 10-19 years
4. 20 years or more

	Percent Responding		Percentages 1	2	3	4	Max ME	Average Years of Service in DoD	
OVERALL AND COMPONENT									
Total DoD	99	±1	21	9	23	47	±1	17.5	±0.2
Army	99	±1	22	9	23	46	±2	17.1	±0.3
Navy	99	±1	18	8	23	51	±2	18.5	±0.3
Marine Corps	99	±2	18	7	28	46	±5	17.8	±1.0
Air Force	99	±1	20	10	24	47	±2	17.3	±0.3
DoD Agencies/Field Activities	99	±1	23	8	24	45	±3	16.8	±0.5
PAY PLAN/GRADE									
White Collar Total	99	±1	20	8	24	47	±1	17.6	±0.2
GS 1 to 4	95	±3	51	10	22	17	±4	9.2	±0.6
GS 5 to 8	98	±1	24	11	29	37	±2	15.3	±0.3
GS 9 to 12	99	±1	18	8	23	51	±2	18.4	±0.3
GS/GM 13 to 15	99	±1	10	5	23	62	±3	21.5	±0.5
SES	99	±1	8	4	10	78	±4	25.6	±0.9
Blue Collar Total	99	±1	23	11	21	45	±2	16.6	±0.4
WG 1 to 5	98	±2	48	8	18	26	±6	10.9	±1.1
WG 6 to 9	98	±2	31	13	20	37	±4	14.3	±0.8
WG 10 to 15	99	±1	20	14	23	44	±3	16.4	±0.6
WS/WL 1 to 19	99	±1	9	4	18	68	±4	22.8	±0.9
NSPS Pay Plans	99	±1	16	9	26	49	±3	18.1	±0.4
Demo/APS Pay Plans	99	±1	19	7	23	51	±2	18.2	±0.4
NSPS STATUS									
Spiral 1.1	99	±1	16	9	26	49	±3	18.1	±0.4
All Others	99	±1	21	9	23	47	±1	17.4	±0.2
OCCUPATIONAL GROUPS									
Professional	99	±1	24	8	26	42	±2	16.4	±0.4
Administrative	99	±1	14	6	21	59	±2	20.2	±0.4
Technical	98	±1	18	9	26	47	±2	17.7	±0.4
Clerical	97	±1	30	10	28	33	±3	14.0	±0.5
Other White Collar	99	±1	35	17	25	23	±4	11.8	±0.6
Blue Collar	99	±1	23	11	21	45	±2	16.6	±0.4
Scientists	99	±1	22	9	25	44	±4	17.0	±0.8
Engineers	100	±1	22	7	27	44	±3	16.9	±0.5
SUPERVISOR/MANAGER									
Supervisor	99	±1	12	7	25	56	±3	20.1	±0.5
Manager	99	±1	13	4	18	65	±4	21.7	±0.8
Wage Leader	97	±3	14	8	20	57	±6	20.3	±1.4
Wage Supervisor	99	±1	10	5	18	67	±5	22.0	±1.1
Team Leader	99	±1	15	8	27	49	±3	18.6	±0.5
Non-Supervisor	99	±1	24	10	23	43	±1	16.2	±0.2
EDUCATION									
No College	97	±1	19	8	21	52	±3	18.5	±0.5
Some College	99	±1	19	9	23	49	±2	17.9	±0.3
4-Year Degree	99	±1	24	9	25	43	±2	16.3	±0.4
Graduate/Professional Degree	99	±1	23	8	24	45	±2	17.0	±0.4

Note. Percent responding are Civilian employees who answered the question.

15. In total, how many years of service have you completed with the Department of Defense?

	Percent Responding		Percentages 1	2	3	4	Max ME	Average Years of Service in DoD	
SCHEDULE/LOCATION									
Full-Time	99	±1	19	9	24	48	±1	17.8	±0.2
Other Than Full-Time	96	±3	65	11	14	10	±5	6.7	±0.8
CONUS	99	±1	20	9	23	48	±1	17.7	±0.2
OCONUS	99	±1	29	10	22	40	±3	15.3	±0.7
BARGAINING UNIT									
Not in Bargaining Unit	99	±1	20	8	23	49	±2	18.0	±0.3
In Bargaining Unit	99	±1	21	10	24	44	±2	16.8	±0.3
DISABILITY									
No Disability	99	±1	21	9	24	46	±1	17.3	±0.2
Disability	99	±1	19	9	21	51	±2	18.2	±0.4
Targeted Disability	99	±1	18	10	23	49	±4	17.9	±0.7
Other Disability	99	±1	19	9	20	52	±3	18.2	±0.5
VETERAN/PREFERENCE									
Non-Veteran	99	±1	25	7	24	44	±1	16.3	±0.2
Veteran	99	±1	15	11	23	51	±2	18.8	±0.3
10 Point, 30%	99	±1	26	11	19	43	±3	16.5	±0.6
10 Point, Not 30%	99	±1	20	13	22	45	±4	17.1	±0.8
5 Point	99	±1	12	11	22	55	±2	20.1	±0.3
No Preference	99	±1	15	11	29	44	±4	17.0	±0.7
TYPE OF APPOINTMENT									
Permanent	99	±1	18	9	24	49	±1	18.1	±0.2
Non-Permanent	98	±1	71	10	10	9	±4	5.7	±0.6
RETIREMENT PLAN/ELIGIBILITY									
CSRS	99	±1	4	2	4	89	±1	27.0	±0.3
FERS	99	±1	25	11	32	31	±1	14.0	±0.2
Other Plan	98	±2	48	8	11	33	±4	11.8	±0.8
Not Eligible	99	±1	29	11	26	34	±2	14.1	±0.3
Optional Eligible	99	±1	15	8	23	55	±2	19.9	±0.3
Discontinued Service	98	±1	7	4	14	75	±3	22.5	±0.4
AGE & LENGTH OF SERVICE									
29 Years Old or Less	99	±1	79	16	4	0	±3	3.6	±0.2
30 to 39 Years Old	99	±1	33	21	42	4	±3	9.2	±0.3
40 to 49 Years Old	99	±1	18	8	28	46	±2	16.5	±0.3
50 to 59 Years Old	99	±1	8	4	17	71	±2	23.1	±0.3
60 Years Old or More	98	±1	5	3	17	74	±2	25.6	±0.5
6 Months to 4 Years of Service	98	±1	93	2	2	3	±2	3.2	±0.3
5 to 10 Years of Service	99	±1	28	53	17	3	±3	7.6	±0.2
11 to 20 Years of Service	99	±1	5	3	75	17	±2	15.8	±0.2
21 to 30 Years of Service	99	±1	9	3	4	85	±1	22.2	±0.2
More Than 30 Years of Service	99	±1	3	2	10	85	±2	30.4	±0.4
GENDER & RACE/ETHNICITY									
Male	99	±1	20	9	22	49	±1	18.0	±0.2
Female	98	±1	22	8	26	44	±2	16.5	±0.3
Non-Hispanic White	99	±1	20	8	23	48	±1	17.8	±0.2
Total Minority	98	±1	23	10	24	44	±2	16.6	±0.3
Non-Hispanic Black	98	±1	21	9	24	46	±2	17.1	±0.4
Hispanic	98	±1	22	11	23	44	±3	16.5	±0.6
Non-Hispanic Asian	99	±1	27	10	26	38	±3	15.6	±0.7

Note. Percent responding are Civilian employees who answered the question.

16. On your last birthday, how old were you?

1. 29 years old or less
2. 30 to 39 years old
3. 40 to 49 years old
4. 50 to 59 years old
5. 60 years old or more

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Age	
OVERALL AND COMPONENT										
Total DoD	99	±1	8	15	33	36	8	±1	46.6	±0.2
Army	99	±1	9	15	32	36	8	±2	46.4	±0.3
Navy	99	±1	7	13	33	38	8	±2	47.3	±0.3
Marine Corps	99	±2	7	13	35	37	9	±5	47.4	±0.9
Air Force	99	±1	8	17	35	33	7	±2	46.0	±0.3
DoD Agencies/Field Activities	98	±1	9	14	31	38	8	±3	46.9	±0.5
PAY PLAN/GRADE										
White Collar Total	99	±1	8	14	33	36	9	±1	47.1	±0.2
GS 1 to 4	99	±1	28	19	26	22	5	±4	39.6	±1.0
GS 5 to 8	99	±1	11	18	31	32	8	±2	45.5	±0.3
GS 9 to 12	99	±1	6	13	34	38	9	±2	47.6	±0.3
GS/GM 13 to 15	99	±1	1	10	35	44	10	±3	49.8	±0.4
SES	100	±0	0	2	19	61	18	±5	54.3	±0.6
Blue Collar Total	99	±1	11	18	30	35	6	±2	45.2	±0.4
WG 1 to 5	99	±1	25	16	24	28	7	±6	41.7	±1.6
WG 6 to 9	99	±1	14	21	26	33	7	±4	44.5	±0.9
WG 10 to 15	100	±1	10	21	34	31	5	±3	44.4	±0.6
WS/WL 1 to 19	100	±1	3	10	33	48	6	±4	49.2	±0.7
NSPS Pay Plans	98	±1	7	15	37	34	7	±3	46.3	±0.4
Demo/APS Pay Plans	99	±1	8	14	38	32	8	±2	46.3	±0.4
NSPS STATUS										
Spiral 1.1	98	±1	7	15	37	34	7	±3	46.3	±0.4
All Others	99	±1	8	15	33	36	8	±1	46.6	±0.2
OCCUPATIONAL GROUPS										
Professional	99	±1	10	15	34	31	9	±2	46.1	±0.4
Administrative	99	±1	3	11	35	43	9	±2	49.0	±0.3
Technical	99	±1	6	15	33	37	9	±2	47.4	±0.4
Clerical	98	±1	14	16	31	30	9	±3	44.6	±0.6
Other White Collar	99	±1	25	29	25	18	4	±4	39.2	±0.7
Blue Collar	99	±1	11	18	30	35	6	±2	45.1	±0.4
Scientists	99	±1	6	16	30	36	13	±4	48.2	±0.8
Engineers	99	±1	13	16	40	24	7	±3	44.4	±0.5
SUPERVISOR/MANAGER										
Supervisor	99	±1	4	12	36	40	8	±3	48.2	±0.5
Manager	100	±1	3	8	34	46	10	±4	49.7	±0.6
Wage Leader	100	±1	4	14	31	45	7	±7	48.3	±1.1
Wage Supervisor	100	±1	5	13	32	45	4	±6	47.9	±1.0
Team Leader	99	±1	4	17	37	34	8	±3	47.1	±0.5
Non-Supervisor	99	±1	11	16	31	34	8	±1	45.9	±0.2
EDUCATION										
No College	99	±1	8	13	31	38	10	±2	47.6	±0.5
Some College	99	±1	8	15	32	37	7	±2	46.6	±0.3
4-Year Degree	99	±1	12	16	34	31	6	±2	45.1	±0.4
Graduate/Professional Degree	99	±1	5	13	33	37	11	±2	48.3	±0.4

Note. Percent responding are Civilian employees who answered the question.

16. On your last birthday, how old were you?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Age	
SCHEDULE/LOCATION										
Full-Time	99	±1	8	15	33	37	8	±1	46.9	±0.2
Other Than Full-Time	99	±2	35	20	26	14	5	±5	37.3	±1.3
CONUS	99	±1	8	14	33	36	8	±1	46.7	±0.2
OCONUS	99	±1	8	19	32	32	8	±3	45.9	±0.6
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	8	13	33	37	9	±2	47.2	±0.3
In Bargaining Unit	99	±1	9	17	32	35	7	±2	45.9	±0.3
DISABILITY										
No Disability	99	±1	9	16	33	34	8	±1	46.1	±0.2
Disability	99	±1	4	9	32	44	10	±2	49.4	±0.4
Targeted Disability	99	±1	3	12	32	43	10	±4	49.0	±0.6
Other Disability	99	±1	4	8	33	45	10	±3	49.6	±0.4
VETERAN/PREFERENCE										
Non-Veteran	99	±1	12	15	34	32	7	±1	45.2	±0.3
Veteran	99	±1	4	15	31	41	10	±2	48.4	±0.3
10 Point, 30%	99	±1	4	11	37	39	10	±3	48.7	±0.6
10 Point, Not 30%	99	±1	3	14	34	39	9	±4	48.3	±0.7
5 Point	99	±1	4	15	26	45	10	±2	49.0	±0.3
No Preference	100	±1	7	17	48	21	6	±4	44.7	±0.7
TYPE OF APPOINTMENT										
Permanent	99	±1	7	14	33	37	8	±1	47.2	±0.2
Non-Permanent	99	±1	38	22	22	14	4	±4	36.3	±1.0
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	1	2	23	60	13	±2	52.9	±0.2
FERS	99	±1	10	20	37	27	6	±1	44.5	±0.2
Other Plan	99	±1	27	14	21	28	10	±4	41.7	±1.1
Not Eligible	99	±1	13	20	40	26	2	±2	42.8	±0.3
Optional Eligible	99	±1	5	11	26	40	17	±2	50.0	±0.3
Discontinued Service	99	±1	3	8	25	63	2	±3	49.7	±0.4
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	100	0	0	0	0	±0	25.3	±0.2
30 to 39 Years Old	99	±1	0	100	0	0	0	±0	35.1	±0.2
40 to 49 Years Old	99	±1	0	0	100	0	0	±0	44.8	±0.1
50 to 59 Years Old	99	±1	0	0	0	100	0	±0	54.2	±0.1
60 Years Old or More	99	±1	0	0	0	0	100	±0	63.3	±0.2
6 Months to 4 Years of Service	99	±1	42	27	21	9	1	±3	34.4	±0.5
5 to 10 Years of Service	99	±1	20	37	26	14	2	±3	38.8	±0.5
11 to 20 Years of Service	99	±1	1	26	45	23	5	±2	45.1	±0.3
21 to 30 Years of Service	99	±1	0	1	43	47	8	±2	50.9	±0.2
More Than 30 Years of Service	99	±1	0	0	2	73	24	±2	56.9	±0.2
GENDER & RACE/ETHNICITY										
Male	99	±1	8	15	32	37	9	±1	47.0	±0.2
Female	98	±1	9	15	35	34	7	±2	46.0	±0.3
Non-Hispanic White	99	±1	8	14	32	37	8	±1	46.9	±0.2
Total Minority	99	±1	8	16	35	33	7	±2	45.9	±0.3
Non-Hispanic Black	98	±1	6	15	39	34	6	±2	46.2	±0.4
Hispanic	99	±1	11	18	34	32	5	±3	44.9	±0.6
Non-Hispanic Asian	99	±1	9	16	29	33	12	±3	46.7	±0.8

Note. Percent responding are Civilian employees who answered the question.

17. What is the highest degree or level of school that you have completed?

1. 12 years or less of school (no diploma)
2. High school graduate-high school diploma or equivalent (e.g., GED)
3. Some college credit, but less than 1 year
4. 1 or more years of college, no degree
5. Associate's degree (e.g., AA, AS)
6. Bachelor's degree (e.g., BA, AB, BS)
7. Master's degree (e.g., MA/MS/MEng/MBA/MSW)
8. Doctoral or professional degree (e.g., PhD/MD/JD/DVM)

	Percent Responding		Percentages								Max ME
			1	2	3	4	5	6	7	8	
OVERALL AND COMPONENT											
Total DoD	100	±1	1	12	13	20	12	25	14	2	±1
Army	100	±1	1	13	12	20	12	24	14	2	±2
Navy	100	±1	1	11	13	19	13	27	12	3	±2
Marine Corps	99	±2	3	12	17	23	16	18	11	1	±5
Air Force	100	±1	2	12	13	23	13	22	14	2	±2
DoD Agencies/Field Activities	100	±1	1	12	11	18	11	28	17	2	±3
PAY PLAN/GRADE											
White Collar Total	100	±1	1	9	11	19	12	29	16	2	±1
GS 1 to 4	100	±1	4	20	15	31	17	12	2	0	±4
GS 5 to 8	100	±1	1	17	18	28	17	16	3	0	±2
GS 9 to 12	100	±1	1	6	11	19	13	35	14	1	±2
GS/GM 13 to 15	100	±1	0	2	3	8	4	39	37	6	±3
SES	100	±0	0	0	0	1	0	18	57	23	±5
Blue Collar Total	100	±1	4	27	20	28	15	5	0	0	±2
WG 1 to 5	100	±1	7	39	17	21	10	4	0	0	±6
WG 6 to 9	99	±1	6	33	19	25	13	4	0	0	±4
WG 10 to 15	100	±1	2	23	20	31	18	6	0	0	±3
WS/WL 1 to 19	100	±1	3	21	21	30	17	7	1	0	±4
NSPS Pay Plans	100	±1	0	5	10	12	7	39	24	3	±3
Demo/APS Pay Plans	100	±1	0	4	4	9	6	39	29	9	±2
NSPS STATUS											
Spiral 1.1	100	±1	0	5	10	12	7	39	24	3	±3
All Others	100	±1	1	12	13	20	12	25	14	2	±1
OCCUPATIONAL GROUPS											
Professional	100	±1	0	0	1	2	2	49	36	9	±2
Administrative	100	±1	0	7	12	20	13	31	17	1	±2
Technical	100	±1	1	14	17	29	18	16	4	0	±2
Clerical	100	±1	3	21	19	28	16	10	3	0	±3
Other White Collar	100	±1	1	15	18	33	17	13	3	0	±4
Blue Collar	100	±1	4	26	20	28	15	6	0	0	±2
Scientists	100	±1	0	0	0	1	1	37	33	28	±4
Engineers	100	±1	0	0	0	0	0	60	34	5	±3
SUPERVISOR/MANAGER											
Supervisor	100	±1	1	7	9	18	12	31	20	3	±3
Manager	100	±1	1	5	8	17	9	32	27	3	±4
Wage Leader	100	±0	4	26	22	28	13	6	1	0	±6
Wage Supervisor	100	±0	2	17	19	32	21	9	1	0	±6
Team Leader	100	±1	1	6	8	15	10	33	22	4	±3
Non-Supervisor	100	±1	2	14	14	21	13	23	11	2	±1
EDUCATION											
No College	99	±1	11	89	0	0	0	0	0	0	±2
Some College	100	±1	0	0	28	45	27	0	0	0	±2
4-Year Degree	100	±1	0	0	0	0	0	100	0	0	±0
Graduate/Professional Degree	100	±1	0	0	0	0	0	0	86	14	±2

Note. Percent responding are Civilian employees who answered the question.

17. What is the highest degree or level of school that you have completed?

	Percent Responding		Percentages								Max ME
			1	2	3	4	5	6	7	8	
SCHEDULE/LOCATION											
Full-Time	100	±1	1	12	13	20	12	25	14	2	±1
Other Than Full-Time	100	±1	4	16	8	24	16	22	7	2	±5
CONUS	100	±1	2	12	13	21	12	25	13	2	±1
OCONUS	100	±1	1	9	9	17	15	26	22	2	±3
BARGAINING UNIT											
Not in Bargaining Unit	100	±0	1	9	10	17	11	30	19	4	±1
In Bargaining Unit	100	±1	2	15	16	24	14	19	9	1	±1
DISABILITY											
No Disability	100	±1	1	12	12	19	12	26	15	3	±1
Disability	100	±1	2	12	14	25	16	19	11	1	±2
Targeted Disability	100	±1	2	15	16	26	15	16	8	1	±3
Other Disability	100	±1	2	11	13	24	16	21	12	1	±2
VETERAN/PREFERENCE											
Non-Veteran	100	±0	2	13	11	16	10	29	16	3	±1
Veteran	100	±1	1	11	14	25	15	20	12	2	±1
10 Point, 30%	100	±1	1	9	9	24	21	21	14	1	±3
10 Point, Not 30%	100	±1	1	9	12	26	15	21	15	1	±4
5 Point	100	±1	1	12	16	26	14	19	10	2	±2
No Preference	100	±1	1	13	14	23	10	22	15	3	±4
TYPE OF APPOINTMENT											
Permanent	100	±1	1	12	13	20	12	25	14	2	±1
Non-Permanent	100	±1	3	13	9	28	14	20	11	2	±4
RETIREMENT PLAN/ELIGIBILITY											
CSRS	100	±1	2	14	14	21	12	22	13	2	±2
FERS	100	±1	1	11	12	20	12	27	15	2	±1
Other Plan	100	±1	3	13	12	29	15	19	8	2	±4
Not Eligible	100	±1	1	9	11	19	12	29	16	3	±2
Optional Eligible	100	±1	2	14	14	22	13	21	12	2	±1
Discontinued Service	100	±1	2	15	15	22	13	21	11	1	±2
AGE & LENGTH OF SERVICE											
29 Years Old or Less	100	±1	1	12	9	22	12	34	10	0	±3
30 to 39 Years Old	100	±1	1	10	12	21	14	28	12	2	±3
40 to 49 Years Old	100	±1	1	12	13	19	12	26	15	2	±2
50 to 59 Years Old	100	±1	2	12	13	21	13	22	14	2	±1
60 Years Old or More	100	±1	2	14	12	20	9	20	17	6	±2
6 Months to 4 Years of Service	100	±1	2	11	8	18	12	32	15	3	±3
5 to 10 Years of Service	100	±1	1	12	12	21	13	26	13	2	±3
11 to 20 Years of Service	100	±1	1	11	13	19	11	28	14	3	±2
21 to 30 Years of Service	100	±1	2	12	14	21	12	23	14	2	±2
More Than 30 Years of Service	100	±1	1	13	13	22	14	20	14	2	±2
GENDER & RACE/ETHNICITY											
Male	100	±1	2	12	12	20	12	25	14	3	±1
Female	100	±1	1	12	14	21	12	25	13	2	±2
Non-Hispanic White	100	±1	1	12	13	19	12	26	15	3	±1
Total Minority	100	±1	2	12	12	23	14	24	12	2	±2
Non-Hispanic Black	100	±1	2	12	13	25	14	22	11	1	±2
Hispanic	100	±1	2	13	14	21	16	22	11	1	±3
Non-Hispanic Asian	100	±1	1	9	8	15	13	35	14	5	±4

Note. Percent responding are Civilian employees who answered the question.

18. What is your retirement plan?

1. Civil Service Retirement System (CSRS)
2. Federal Employee Retirement System (FERS)
3. Other

	Percent Responding		Percentages			Max ME
			1	2	3	
OVERALL AND COMPONENT						
Total DoD	100	±1	27	68	5	±1
Army	100	±1	26	69	5	±2
Navy	100	±1	31	65	3	±2
Marine Corps	99	±2	25	72	3	±5
Air Force	100	±1	26	70	4	±2
DoD Agencies/Field Activities	99	±1	27	67	6	±3
PAY PLAN/GRADE						
White Collar Total	100	±1	27	68	5	±1
GS 1 to 4	98	±2	12	63	25	±5
GS 5 to 8	99	±1	20	75	5	±2
GS 9 to 12	100	±1	29	68	3	±2
GS/GM 13 to 15	100	±1	38	60	2	±3
SES	100	±0	54	44	2	±4
Blue Collar Total	99	±1	26	69	5	±2
WG 1 to 5	98	±2	12	73	15	±5
WG 6 to 9	99	±1	21	74	5	±4
WG 10 to 15	100	±1	23	73	4	±3
WS/WL 1 to 19	99	±1	41	56	3	±5
NSPS Pay Plans	100	±1	32	66	2	±3
Demo/APS Pay Plans	100	±1	31	66	3	±2
NSPS STATUS						
Spiral 1.1	100	±1	32	66	2	±3
All Others	100	±1	27	68	5	±1
OCCUPATIONAL GROUPS						
Professional	100	±1	27	69	4	±2
Administrative	100	±1	34	64	3	±2
Technical	99	±1	26	69	6	±2
Clerical	99	±1	21	67	12	±3
Other White Collar	99	±1	12	84	4	±3
Blue Collar	99	±1	26	69	5	±2
Scientists	100	±1	30	67	3	±4
Engineers	100	±1	28	70	1	±2
SUPERVISOR/MANAGER						
Supervisor	100	±1	33	64	4	±3
Manager	100	±1	39	58	3	±4
Wage Leader	100	±0	36	60	4	±7
Wage Supervisor	100	±1	38	60	2	±6
Team Leader	100	±1	29	68	3	±2
Non-Supervisor	100	±1	25	70	5	±1
EDUCATION						
No College	99	±1	32	62	6	±3
Some College	99	±1	29	66	6	±1
4-Year Degree	100	±1	24	72	4	±2
Graduate/Professional Degree	100	±1	25	72	3	±2

Note. Percent responding are Civilian employees who answered the question.

18. What is your retirement plan?

	Percent Responding		Percentages 1	2	3	Max ME
SCHEDULE/LOCATION						
Full-Time	100	±1	28	68	4	±1
Other Than Full-Time	95	±3	9	51	40	±6
CONUS	100	±1	28	68	4	±1
OCONUS	99	±1	19	70	11	±3
BARGAINING UNIT						
Not in Bargaining Unit	100	±1	29	66	5	±1
In Bargaining Unit	99	±1	25	70	4	±1
DISABILITY						
No Disability	100	±1	28	67	5	±1
Disability	100	±1	25	70	5	±2
Targeted Disability	100	±1	25	71	4	±3
Other Disability	100	±1	25	70	5	±2
VETERAN/PREFERENCE						
Non-Veteran	100	±1	31	63	6	±1
Veteran	100	±1	23	74	3	±1
10 Point, 30%	100	±1	16	80	4	±3
10 Point, Not 30%	100	±1	15	82	3	±3
5 Point	100	±1	29	68	3	±2
No Preference	100	±0	13	83	4	±4
TYPE OF APPOINTMENT						
Permanent	100	±1	28	69	3	±1
Non-Permanent	97	±2	6	55	38	±4
RETIREMENT PLAN/ELIGIBILITY						
CSRS	100	±1	100	0	0	±0
FERS	100	±1	0	100	0	±0
Other Plan	97	±2	0	0	100	±0
Not Eligible	99	±1	18	75	6	±1
Optional Eligible	100	±1	32	65	3	±2
Discontinued Service	100	±1	48	48	4	±3
AGE & LENGTH OF SERVICE						
29 Years Old or Less	98	±1	4	82	14	±3
30 to 39 Years Old	100	±1	4	91	5	±2
40 to 49 Years Old	100	±1	19	78	3	±2
50 to 59 Years Old	100	±1	46	50	4	±2
60 Years Old or More	100	±1	44	50	6	±3
6 Months to 4 Years of Service	99	±1	5	82	14	±2
5 to 10 Years of Service	99	±1	5	90	5	±2
11 to 20 Years of Service	100	±1	4	94	2	±1
21 to 30 Years of Service	100	±1	43	53	4	±2
More Than 30 Years of Service	100	±1	69	29	2	±2
GENDER & RACE/ETHNICITY						
Male	100	±1	27	70	4	±1
Female	99	±1	28	65	7	±2
Non-Hispanic White	100	±1	28	67	4	±1
Total Minority	99	±1	26	69	5	±2
Non-Hispanic Black	99	±1	26	69	5	±2
Hispanic	99	±1	25	68	6	±3
Non-Hispanic Asian	99	±1	23	73	4	±3

Note. Percent responding are Civilian employees who answered the question.

19. Which of the following best describes your retirement eligibility?

1. Not eligible
2. Optional eligible
3. Discontinued service eligible
4. Reemployed annuitant

	Percent Responding		Percentages				Max ME
			1	2	3	4	
OVERALL AND COMPONENT							
Total DoD	99	±1	46	42	11	1	±1
Army	98	±1	45	43	11	1	±2
Navy	99	±1	46	42	11	1	±2
Marine Corps	98	±2	47	42	11	0	±5
Air Force	99	±1	47	42	11	1	±2
DoD Agencies/Field Activities	98	±1	50	39	11	1	±3
PAY PLAN/GRADE							
White Collar Total	99	±1	47	41	11	1	±1
GS 1 to 4	96	±3	55	35	8	1	±4
GS 5 to 8	98	±1	43	45	11	1	±2
GS 9 to 12	99	±1	46	42	11	1	±2
GS/GM 13 to 15	99	±1	53	35	11	0	±3
SES	100	±1	43	43	13	1	±5
Blue Collar Total	99	±1	39	48	12	1	±2
WG 1 to 5	99	±1	50	41	8	1	±6
WG 6 to 9	98	±1	37	50	12	2	±4
WG 10 to 15	99	±1	39	49	12	0	±3
WS/WL 1 to 19	99	±1	35	50	15	0	±5
NSPS Pay Plans	99	±1	55	33	11	1	±3
Demo/APS Pay Plans	99	±1	58	32	10	0	±2
NSPS STATUS							
Spiral 1.1	99	±1	55	33	11	1	±3
All Others	99	±1	46	42	11	1	±1
OCCUPATIONAL GROUPS							
Professional	99	±1	57	34	9	1	±2
Administrative	99	±1	46	41	12	0	±2
Technical	98	±1	42	46	12	1	±2
Clerical	98	±1	48	40	10	1	±3
Other White Collar	98	±2	41	50	8	1	±4
Blue Collar	99	±1	39	48	12	1	±2
Scientists	99	±1	52	37	9	2	±4
Engineers	99	±1	62	28	9	0	±3
SUPERVISOR/MANAGER							
Supervisor	99	±1	45	44	11	0	±3
Manager	99	±1	43	45	12	1	±4
Wage Leader	99	±1	37	50	13	0	±6
Wage Supervisor	99	±1	34	51	15	0	±6
Team Leader	99	±1	47	42	10	1	±3
Non-Supervisor	99	±1	48	41	11	1	±1
EDUCATION							
No College	97	±1	35	50	14	1	±3
Some College	99	±1	42	45	12	1	±2
4-Year Degree	99	±1	55	35	9	1	±2
Graduate/Professional Degree	99	±1	54	37	8	1	±2

Note. Percent responding are Civilian employees who answered the question.

19. Which of the following best describes your retirement eligibility?

	Percent Responding		Percentages				Max ME
			1	2	3	4	
SCHEDULE/LOCATION							
Full-Time	99	±1	46	43	11	1	±1
Other Than Full-Time	94	±3	66	25	5	3	±5
CONUS	99	±1	46	42	11	1	±1
OCONUS	98	±2	47	42	9	1	±4
BARGAINING UNIT							
Not in Bargaining Unit	99	±1	49	40	10	1	±2
In Bargaining Unit	98	±1	43	44	12	1	±2
DISABILITY							
No Disability	99	±1	49	40	10	1	±1
Disability	99	±1	36	50	13	1	±2
Targeted Disability	99	±1	32	55	12	1	±4
Other Disability	99	±1	37	48	14	1	±3
VETERAN/PREFERENCE							
Non-Veteran	99	±1	53	36	11	1	±2
Veteran	99	±1	39	50	11	1	±2
10 Point, 30%	99	±1	42	49	8	1	±3
10 Point, Not 30%	98	±2	40	50	9	0	±4
5 Point	99	±1	36	52	12	1	±2
No Preference	99	±1	49	39	11	1	±4
TYPE OF APPOINTMENT							
Permanent	99	±1	45	43	11	1	±1
Non-Permanent	96	±2	72	20	5	3	±4
RETIREMENT PLAN/ELIGIBILITY							
CSRS	99	±1	31	49	19	1	±2
FERS	99	±1	52	40	8	1	±1
Other Plan	96	±2	62	27	9	2	±4
Not Eligible	98	±1	100	0	0	0	±0
Optional Eligible	100	±1	0	100	0	0	±0
Discontinued Service	98	±1	0	0	100	0	±0
AGE & LENGTH OF SERVICE							
29 Years Old or Less	97	±2	70	26	4	0	±3
30 to 39 Years Old	98	±1	62	32	6	1	±3
40 to 49 Years Old	99	±1	57	34	8	1	±2
50 to 59 Years Old	99	±1	33	47	19	1	±2
60 Years Old or More	99	±1	9	87	3	2	±2
6 Months to 4 Years of Service	97	±1	70	27	3	0	±3
5 to 10 Years of Service	98	±1	57	37	5	1	±3
11 to 20 Years of Service	99	±1	53	39	7	0	±2
21 to 30 Years of Service	99	±1	41	41	18	0	±2
More Than 30 Years of Service	99	±1	19	68	13	1	±2
GENDER & RACE/ETHNICITY							
Male	99	±1	45	44	10	1	±1
Female	98	±1	49	39	12	1	±2
Non-Hispanic White	99	±1	48	41	11	1	±1
Total Minority	98	±1	43	45	11	1	±2
Non-Hispanic Black	98	±1	44	45	11	1	±2
Hispanic	97	±1	40	46	13	1	±3
Non-Hispanic Asian	98	±2	44	45	10	1	±4

Note. Percent responding are Civilian employees who answered the question.

20. Which of the following best describes your disability status?

1. No disability
2. Targeted disability
3. Other disability

	Percent Responding		Percentages			Max ME
			1	2	3	
OVERALL AND COMPONENT						
Total DoD	99	±1	83	5	12	±1
Army	99	±1	82	5	13	±2
Navy	99	±1	85	5	10	±1
Marine Corps	99	±2	81	6	13	±4
Air Force	99	±1	83	5	12	±2
DoD Agencies/Field Activities	99	±1	84	5	11	±2
PAY PLAN/GRADE						
White Collar Total	99	±1	83	5	12	±1
GS 1 to 4	99	±1	80	6	14	±3
GS 5 to 8	99	±1	78	6	16	±2
GS 9 to 12	99	±1	83	5	12	±1
GS/GM 13 to 15	99	±1	89	2	9	±2
SES	99	±1	95	3	3	±3
Blue Collar Total	99	±1	81	7	12	±2
WG 1 to 5	99	±1	79	7	14	±5
WG 6 to 9	99	±1	79	8	14	±3
WG 10 to 15	99	±1	82	7	11	±3
WS/WL 1 to 19	98	±1	85	6	9	±4
NSPS Pay Plans	99	±1	89	2	9	±2
Demo/APS Pay Plans	99	±1	91	2	7	±2
NSPS STATUS						
Spiral 1.1	99	±1	89	2	9	±2
All Others	99	±1	83	5	12	±1
OCCUPATIONAL GROUPS						
Professional	99	±1	91	2	6	±1
Administrative	99	±1	82	4	13	±2
Technical	99	±1	79	6	15	±2
Clerical	99	±1	79	6	15	±2
Other White Collar	99	±1	83	6	12	±3
Blue Collar	99	±1	82	7	12	±2
Scientists	99	±1	93	2	5	±2
Engineers	99	±1	95	1	4	±2
SUPERVISOR/MANAGER						
Supervisor	99	±1	84	5	11	±2
Manager	100	±1	85	3	12	±3
Wage Leader	99	±1	81	6	13	±6
Wage Supervisor	99	±1	82	6	12	±5
Team Leader	100	±1	84	5	11	±2
Non-Supervisor	99	±1	83	5	12	±1
EDUCATION						
No College	99	±1	83	6	11	±2
Some College	99	±1	80	6	14	±1
4-Year Degree	99	±1	87	3	10	±2
Graduate/Professional Degree	99	±1	88	3	9	±2

Note. Percent responding are Civilian employees who answered the question.

20. Which of the following best describes your disability status?

	Percent Responding		Percentages 1	2	3	Max ME
SCHEDULE/LOCATION						
Full-Time	99	±1	83	5	12	±1
Other Than Full-Time	99	±1	91	3	6	±3
CONUS	99	±1	83	5	12	±1
OCONUS	99	±1	83	5	12	±3
BARGAINING UNIT						
Not in Bargaining Unit	99	±1	86	4	10	±1
In Bargaining Unit	99	±1	81	6	13	±1
DISABILITY						
No Disability	99	±1	100	0	0	±0
Disability	100	±1	0	30	70	±2
Targeted Disability	100	±1	0	100	0	±0
Other Disability	100	±1	0	0	100	±0
VETERAN/PREFERENCE						
Non-Veteran	100	±1	90	3	7	±1
Veteran	99	±1	76	7	17	±1
10 Point, 30%	99	±1	31	21	48	±3
10 Point, Not 30%	99	±1	54	14	32	±4
5 Point	99	±1	89	3	8	±1
No Preference	99	±1	92	2	7	±3
TYPE OF APPOINTMENT						
Permanent	99	±1	83	5	12	±1
Non-Permanent	100	±1	84	4	11	±3
RETIREMENT PLAN/ELIGIBILITY						
CSRS	99	±1	85	4	11	±1
FERS	99	±1	83	5	12	±1
Other Plan	100	±1	84	4	11	±3
Not Eligible	99	±1	87	3	9	±1
Optional Eligible	99	±1	80	6	13	±1
Discontinued Service	99	±1	80	5	15	±2
AGE & LENGTH OF SERVICE						
29 Years Old or Less	100	±1	93	2	5	±2
30 to 39 Years Old	99	±1	90	4	6	±2
40 to 49 Years Old	99	±1	84	5	12	±1
50 to 59 Years Old	99	±1	79	6	15	±1
60 Years Old or More	99	±1	79	6	15	±2
6 Months to 4 Years of Service	99	±1	89	3	8	±2
5 to 10 Years of Service	99	±1	86	5	9	±2
11 to 20 Years of Service	99	±1	86	4	9	±2
21 to 30 Years of Service	99	±1	80	5	14	±1
More Than 30 Years of Service	99	±1	79	6	15	±2
GENDER & RACE/ETHNICITY						
Male	99	±1	82	6	12	±1
Female	99	±1	87	3	10	±1
Non-Hispanic White	99	±1	85	5	10	±1
Total Minority	99	±1	80	5	15	±2
Non-Hispanic Black	99	±1	77	5	17	±2
Hispanic	99	±1	81	6	13	±3
Non-Hispanic Asian	99	±1	86	3	11	±3

Note. Percent responding are Civilian employees who answered the question.

21. What is your veteran status?

1. Veteran 2. Non-veteran

	Percent Responding		Percentages 1	Percentages 2	Max ME
OVERALL AND COMPONENT					
Total DoD	100	±1	45	55	±1
Army	100	±1	46	54	±2
Navy	100	±1	39	61	±2
Marine Corps	99	±2	51	49	±5
Air Force	100	±1	54	46	±2
DoD Agencies/Field Activities	100	±1	35	65	±3
PAY PLAN/GRADE					
White Collar Total	100	±1	42	58	±1
GS 1 to 4	100	±1	24	76	±4
GS 5 to 8	100	±1	42	58	±2
GS 9 to 12	100	±1	45	55	±2
GS/GM 13 to 15	100	±1	40	60	±3
SES	100	±0	45	55	±5
Blue Collar Total	100	±1	62	38	±2
WG 1 to 5	100	±1	41	59	±6
WG 6 to 9	99	±1	64	36	±4
WG 10 to 15	99	±1	65	35	±3
WS/WL 1 to 19	100	±1	67	33	±4
NSPS Pay Plans	99	±1	26	74	±2
Demo/APS Pay Plans	100	±1	25	75	±2
NSPS STATUS					
Spiral 1.1	99	±1	26	74	±2
All Others	100	±1	45	55	±1
OCCUPATIONAL GROUPS					
Professional	100	±1	24	76	±2
Administrative	100	±1	49	51	±2
Technical	100	±1	47	53	±2
Clerical	100	±1	29	71	±3
Other White Collar	100	±1	62	38	±4
Blue Collar	100	±1	62	38	±2
Scientists	100	±1	22	78	±4
Engineers	100	±1	19	81	±2
SUPERVISOR/MANAGER					
Supervisor	100	±1	47	53	±3
Manager	100	±1	53	47	±4
Wage Leader	100	±0	63	37	±6
Wage Supervisor	100	±0	69	31	±5
Team Leader	100	±1	40	60	±3
Non-Supervisor	100	±1	43	57	±1
EDUCATION					
No College	99	±1	41	59	±3
Some College	100	±1	53	47	±2
4-Year Degree	100	±1	35	65	±2
Graduate/Professional Degree	100	±1	37	63	±2

Note. Percent responding are Civilian employees who answered the question.

21. What is your veteran status?

	Percent Responding		Percentages 1	Percentages 2	Max ME
SCHEDULE/LOCATION					
Full-Time	100	±1	46	54	±1
Other Than Full-Time	100	±1	16	84	±4
CONUS	100	±1	45	55	±1
OCONUS	100	±1	43	57	±3
BARGAINING UNIT					
Not in Bargaining Unit	100	±1	42	58	±1
In Bargaining Unit	100	±1	48	52	±2
DISABILITY					
No Disability	100	±1	40	60	±1
Disability	100	±1	66	34	±2
Targeted Disability	100	±1	66	34	±3
Other Disability	100	±1	66	34	±2
VETERAN/PREFERENCE					
Non-Veteran	100	±0	0	100	±0
Veteran	100	±1	100	0	±0
10 Point, 30%	100	±1	99	1	±1
10 Point, Not 30%	100	±1	98	2	±1
5 Point	100	±1	98	2	±1
No Preference	100	±0	100	0	±0
TYPE OF APPOINTMENT					
Permanent	100	±1	45	55	±1
Non-Permanent	100	±1	34	66	±4
RETIREMENT PLAN/ELIGIBILITY					
CSRS	100	±1	38	62	±2
FERS	100	±1	48	52	±1
Other Plan	100	±1	31	69	±4
Not Eligible	100	±1	37	63	±2
Optional Eligible	100	±1	53	47	±2
Discontinued Service	99	±1	44	56	±3
AGE & LENGTH OF SERVICE					
29 Years Old or Less	100	±1	21	79	±3
30 to 39 Years Old	99	±1	44	56	±3
40 to 49 Years Old	100	±1	42	58	±2
50 to 59 Years Old	100	±1	50	50	±2
60 Years Old or More	100	±1	52	48	±3
6 Months to 4 Years of Service	100	±1	18	82	±2
5 to 10 Years of Service	100	±1	48	52	±3
11 to 20 Years of Service	100	±1	39	61	±2
21 to 30 Years of Service	100	±1	50	50	±2
More Than 30 Years of Service	100	±1	63	37	±2
GENDER & RACE/ETHNICITY					
Male	100	±1	61	39	±1
Female	100	±1	17	83	±1
Non-Hispanic White	100	±1	45	55	±1
Total Minority	100	±1	43	57	±2
Non-Hispanic Black	100	±1	47	53	±2
Hispanic	100	±1	47	53	±3
Non-Hispanic Asian	100	±1	28	72	±3

Note. Percent responding are Civilian employees who answered the question.

22. Are you eligible for a veteran preference?

1. Yes, 10 point, 30-percent compensable
2. Yes, 10 point, not 30-percent compensable
3. Yes, 5 point
4. No

	Percent Responding		Percentages				Max ME
			1	2	3	4	
OVERALL AND COMPONENT							
Total DoD	99	±1	8	5	27	60	±1
Army	99	±1	9	7	27	58	±2
Navy	99	±1	6	4	26	64	±2
Marine Corps	99	±2	10	6	31	53	±5
Air Force	99	±1	9	6	33	52	±2
DoD Agencies/Field Activities	99	±1	5	4	22	69	±3
PAY PLAN/GRADE							
White Collar Total	99	±1	8	6	24	62	±1
GS 1 to 4	99	±2	8	3	12	77	±4
GS 5 to 8	99	±1	8	6	24	61	±2
GS 9 to 12	100	±1	8	6	26	59	±2
GS/GM 13 to 15	99	±1	7	5	24	65	±3
SES	100	±1	3	3	22	73	±5
Blue Collar Total	99	±1	8	6	42	44	±2
WG 1 to 5	100	±1	8	5	27	61	±5
WG 6 to 9	99	±1	9	7	40	44	±4
WG 10 to 15	99	±1	8	5	44	42	±3
WS/WL 1 to 19	99	±1	7	5	48	40	±5
NSPS Pay Plans	100	±1	3	3	17	77	±2
Demo/APS Pay Plans	100	±1	3	3	16	78	±2
NSPS STATUS							
Spiral 1.1	100	±1	3	3	17	77	±2
All Others	99	±1	8	5	27	60	±1
OCCUPATIONAL GROUPS							
Professional	100	±1	3	3	15	80	±2
Administrative	99	±1	10	7	27	56	±2
Technical	99	±1	8	6	28	57	±2
Clerical	100	±1	8	4	15	73	±3
Other White Collar	100	±1	9	7	41	43	±4
Blue Collar	99	±1	8	6	42	44	±2
Scientists	99	±1	3	2	13	82	±3
Engineers	100	±1	1	2	13	84	±2
SUPERVISOR/MANAGER							
Supervisor	100	±1	9	6	26	59	±3
Manager	100	±1	9	7	31	53	±4
Wage Leader	98	±3	9	7	42	42	±6
Wage Supervisor	99	±1	7	5	47	40	±6
Team Leader	100	±1	8	5	23	64	±3
Non-Supervisor	100	±1	7	5	27	61	±1
EDUCATION							
No College	99	±1	6	4	27	63	±2
Some College	99	±1	9	6	34	51	±2
4-Year Degree	100	±1	6	5	20	69	±2
Graduate/Professional Degree	99	±1	7	5	20	68	±2

Note. Percent responding are Civilian employees who answered the question.

22. Are you eligible for a veteran preference?

	Percent Responding		Percentages 1	2	3	4	Max ME
SCHEDULE/LOCATION							
Full-Time	99	±1	8	5	28	59	±1
Other Than Full-Time	99	±2	3	2	9	85	±4
CONUS	99	±1	7	5	27	60	±1
OCONUS	99	±1	8	7	25	60	±3
BARGAINING UNIT							
Not in Bargaining Unit	100	±1	7	5	26	62	±1
In Bargaining Unit	99	±1	8	6	29	57	±2
DISABILITY							
No Disability	99	±1	3	4	29	65	±1
Disability	100	±1	31	15	18	36	±2
Targeted Disability	100	±1	33	15	18	35	±4
Other Disability	100	±1	31	15	18	36	±3
VETERAN/PREFERENCE							
Non-Veteran	100	±1	0	0	1	99	±1
Veteran	99	±1	17	12	60	11	±2
10 Point, 30%	100	±1	100	0	0	0	±0
10 Point, Not 30%	99	±1	0	100	0	0	±0
5 Point	100	±1	0	0	100	0	±1
No Preference	97	±2	0	0	0	100	±0
TYPE OF APPOINTMENT							
Permanent	99	±1	7	5	28	59	±1
Non-Permanent	100	±1	9	4	17	69	±4
RETIREMENT PLAN/ELIGIBILITY							
CSRS	100	±1	4	3	28	64	±2
FERS	99	±1	9	7	27	57	±1
Other Plan	99	±2	7	3	18	72	±4
Not Eligible	99	±1	7	5	21	68	±2
Optional Eligible	99	±1	9	6	34	51	±2
Discontinued Service	99	±1	5	5	29	61	±3
AGE & LENGTH OF SERVICE							
29 Years Old or Less	100	±1	3	2	12	83	±3
30 to 39 Years Old	99	±1	5	5	28	61	±3
40 to 49 Years Old	99	±1	9	6	21	65	±2
50 to 59 Years Old	99	±1	8	6	34	52	±2
60 Years Old or More	99	±1	9	6	35	50	±3
6 Months to 4 Years of Service	99	±1	5	3	9	83	±2
5 to 10 Years of Service	100	±1	7	6	28	59	±3
11 to 20 Years of Service	99	±1	5	4	25	66	±2
21 to 30 Years of Service	99	±1	9	6	30	56	±2
More Than 30 Years of Service	100	±1	10	7	43	40	±2
GENDER & RACE/ETHNICITY							
Male	99	±1	10	7	38	45	±1
Female	99	±1	3	2	9	86	±1
Non-Hispanic White	99	±1	7	5	28	60	±1
Total Minority	99	±1	10	6	24	60	±2
Non-Hispanic Black	99	±1	12	7	24	57	±2
Hispanic	100	±1	8	6	29	58	±3
Non-Hispanic Asian	99	±1	5	5	17	73	±3

Note. Percent responding are Civilian employees who answered the question.

23. What is your bargaining unit status?

1. NOT IN a bargaining unit 2. IN a bargaining unit 3. Don't know

	Percent Responding		Percentages			Max ME
			1	2	3	
OVERALL AND COMPONENT						
Total DoD	99	±1	41	20	39	±1
Army	99	±1	40	16	44	±2
Navy	99	±1	42	19	39	±2
Marine Corps	99	±2	42	22	36	±5
Air Force	99	±1	41	23	36	±2
DoD Agencies/Field Activities	99	±1	39	25	35	±3
PAY PLAN/GRADE						
White Collar Total	99	±1	42	19	38	±1
GS 1 to 4	98	±2	26	11	63	±4
GS 5 to 8	99	±1	30	22	48	±2
GS 9 to 12	99	±1	41	22	37	±2
GS/GM 13 to 15	99	±1	67	8	25	±3
SES	100	±0	92	0	8	±3
Blue Collar Total	99	±1	28	27	45	±2
WG 1 to 5	100	±1	22	14	64	±6
WG 6 to 9	99	±1	21	24	55	±4
WG 10 to 15	99	±1	24	33	43	±3
WS/WL 1 to 19	99	±1	50	23	27	±5
NSPS Pay Plans	100	±1	80	2	18	±2
Demo/APS Pay Plans	100	±1	56	6	38	±2
NSPS STATUS						
Spiral 1.1	100	±1	80	2	18	±2
All Others	99	±1	40	20	40	±1
OCCUPATIONAL GROUPS						
Professional	99	±1	52	15	33	±2
Administrative	99	±1	50	17	33	±2
Technical	99	±1	32	21	47	±2
Clerical	99	±1	32	14	53	±3
Other White Collar	100	±1	27	38	35	±4
Blue Collar	99	±1	28	27	45	±2
Scientists	99	±1	53	10	38	±4
Engineers	99	±1	54	11	36	±3
SUPERVISOR/MANAGER						
Supervisor	100	±1	64	8	28	±3
Manager	99	±1	71	7	22	±4
Wage Leader	100	±1	25	31	44	±6
Wage Supervisor	100	±1	53	22	25	±6
Team Leader	100	±1	43	18	39	±3
Non-Supervisor	100	±1	34	23	43	±1
EDUCATION						
No College	99	±1	32	20	48	±3
Some College	99	±1	34	24	42	±2
4-Year Degree	99	±1	48	15	37	±2
Graduate/Professional Degree	100	±1	56	15	29	±2

Note. Percent responding are Civilian employees who answered the question.

23. What is your bargaining unit status?

	Percent Responding		Percentages 1	2	3	Max ME
SCHEDULE/LOCATION						
Full-Time	99	±1	41	20	39	±1
Other Than Full-Time	99	±2	32	4	64	±5
CONUS	99	±1	41	20	39	±1
OCONUS	99	±1	40	16	44	±4
BARGAINING UNIT						
Not in Bargaining Unit	100	±1	75	0	25	±1
In Bargaining Unit	99	±1	0	44	56	±2
DISABILITY						
No Disability	99	±1	42	19	39	±1
Disability	99	±1	34	23	43	±2
Targeted Disability	100	±1	32	25	43	±4
Other Disability	99	±1	34	22	44	±3
VETERAN/PREFERENCE						
Non-Veteran	100	±1	42	18	40	±1
Veteran	99	±1	39	22	39	±2
10 Point, 30%	100	±1	36	19	45	±3
10 Point, Not 30%	99	±1	37	20	43	±4
5 Point	100	±1	40	24	36	±2
No Preference	99	±1	37	19	43	±4
TYPE OF APPOINTMENT						
Permanent	99	±1	41	21	38	±1
Non-Permanent	100	±1	30	7	64	±4
RETIREMENT PLAN/ELIGIBILITY						
CSRS	99	±1	49	22	29	±2
FERS	99	±1	38	20	42	±1
Other Plan	99	±1	33	11	56	±4
Not Eligible	99	±1	42	18	41	±2
Optional Eligible	100	±1	40	21	39	±2
Discontinued Service	99	±1	40	24	36	±3
AGE & LENGTH OF SERVICE						
29 Years Old or Less	100	±1	25	12	63	±3
30 to 39 Years Old	99	±1	30	19	51	±3
40 to 49 Years Old	99	±1	41	19	40	±2
50 to 59 Years Old	99	±1	46	23	31	±2
60 Years Old or More	99	±1	50	20	31	±3
6 Months to 4 Years of Service	99	±1	30	11	59	±3
5 to 10 Years of Service	100	±1	31	18	51	±3
11 to 20 Years of Service	99	±1	39	21	40	±2
21 to 30 Years of Service	99	±1	45	22	33	±2
More Than 30 Years of Service	100	±1	52	21	27	±2
GENDER & RACE/ETHNICITY						
Male	99	±1	41	21	38	±1
Female	99	±1	41	17	42	±2
Non-Hispanic White	99	±1	42	21	37	±1
Total Minority	99	±1	37	17	47	±2
Non-Hispanic Black	99	±1	38	17	44	±2
Hispanic	99	±1	36	18	47	±3
Non-Hispanic Asian	99	±1	33	11	56	±4

Note. Percent responding are Civilian employees who answered the question.

24. What is your supervisory status?

1. Team Leader (white collar)
2. Supervisor
3. Manager
4. Wage Leader (WL)
5. Wage Supervisor (WS)
6. Not a supervisor or manager

	Percent Responding		Percentages						Max ME
			1	2	3	4	5	6	
OVERALL AND COMPONENT									
Total DoD	100	±1	11	11	6	2	2	68	±1
Army	100	±1	11	11	6	2	1	68	±2
Navy	100	±1	14	11	6	2	2	65	±2
Marine Corps	99	±2	12	11	8	2	2	64	±5
Air Force	100	±1	9	12	6	2	4	66	±2
DoD Agencies/Field Activities	99	±1	9	8	6	1	1	74	±3
PAY PLAN/GRADE									
White Collar Total	100	±1	13	13	7	0	0	67	±1
GS 1 to 4	100	±1	5	6	1	0	0	88	±3
GS 5 to 8	100	±1	8	7	2	1	0	82	±2
GS 9 to 12	100	±1	12	12	6	0	0	69	±2
GS/GM 13 to 15	100	±1	22	24	20	0	0	34	±3
SES	100	±0	9	15	75	0	0	1	±4
Blue Collar Total	99	±1	2	5	1	8	10	74	±2
WG 1 to 5	100	±1	3	3	1	4	3	87	±5
WG 6 to 9	99	±1	3	2	1	2	3	89	±3
WG 10 to 15	100	±1	3	3	0	2	3	89	±2
WS/WL 1 to 19	99	±2	0	13	4	35	37	11	±5
NSPS Pay Plans	100	±1	13	15	7	0	0	64	±2
Demo/APS Pay Plans	100	±1	23	12	7	0	0	58	±2
NSPS STATUS									
Spiral 1.1	100	±1	13	15	7	0	0	64	±2
All Others	100	±1	11	11	6	2	2	68	±1
OCCUPATIONAL GROUPS									
Professional	100	±1	18	13	7	0	0	61	±2
Administrative	100	±1	14	16	12	0	0	58	±2
Technical	100	±1	10	10	3	0	0	77	±2
Clerical	100	±1	6	5	1	0	0	87	±2
Other White Collar	99	±1	10	14	4	1	0	70	±4
Blue Collar	99	±1	3	5	2	8	9	73	±2
Scientists	99	±1	20	15	7	0	0	57	±4
Engineers	100	±1	24	13	7	0	0	56	±3
SUPERVISOR/MANAGER									
Supervisor	100	±0	0	100	0	0	0	0	±0
Manager	100	±0	0	0	100	0	0	0	±0
Wage Leader	100	±0	0	0	0	100	0	0	±0
Wage Supervisor	100	±0	0	0	0	0	100	0	±0
Team Leader	100	±0	100	0	0	0	0	0	±0
Non-Supervisor	100	±0	0	0	0	0	0	100	±0
EDUCATION									
No College	99	±1	6	7	2	4	3	78	±2
Some College	100	±1	8	9	5	3	3	72	±2
4-Year Degree	100	±1	15	14	8	1	1	63	±2
Graduate/Professional Degree	100	±1	18	15	11	0	0	55	±2

Note. Percent responding are Civilian employees who answered the question.

24. What is your supervisory status?

	Percent Responding		Percentages						Max ME
			1	2	3	4	5	6	
SCHEDULE/LOCATION									
Full-Time	100	±1	11	11	6	2	2	67	±1
Other Than Full-Time	99	±2	5	4	2	1	1	87	±4
CONUS	100	±1	11	11	6	2	2	68	±1
OCONUS	100	±1	8	11	10	2	2	67	±3
BARGAINING UNIT									
Not in Bargaining Unit	100	±1	13	16	10	1	3	58	±2
In Bargaining Unit	99	±1	9	5	2	3	2	79	±1
DISABILITY									
No Disability	100	±1	11	11	6	2	2	67	±1
Disability	100	±1	11	11	6	2	2	69	±2
Targeted Disability	100	±1	11	10	4	3	3	69	±4
Other Disability	100	±1	11	11	6	2	2	68	±3
VETERAN/PREFERENCE									
Non-Veteran	100	±1	12	10	5	1	1	70	±1
Veteran	100	±1	10	12	7	3	3	65	±2
10 Point, 30%	100	±1	12	14	7	2	2	63	±3
10 Point, Not 30%	100	±1	11	13	8	2	2	64	±4
5 Point	100	±1	9	10	7	3	4	66	±2
No Preference	100	±1	10	14	8	2	4	62	±4
TYPE OF APPOINTMENT									
Permanent	100	±1	11	11	6	2	2	67	±1
Non-Permanent	99	±1	4	6	3	2	1	83	±4
RETIREMENT PLAN/ELIGIBILITY									
CSRS	100	±1	12	13	9	3	3	61	±2
FERS	100	±1	11	10	5	2	2	70	±1
Other Plan	99	±1	6	8	3	2	1	80	±4
Not Eligible	100	±1	11	11	6	2	2	69	±2
Optional Eligible	100	±1	11	11	7	2	3	66	±2
Discontinued Service	99	±1	11	11	7	2	3	67	±3
AGE & LENGTH OF SERVICE									
29 Years Old or Less	100	±1	6	5	2	1	1	85	±3
30 to 39 Years Old	99	±1	12	9	3	2	2	72	±3
40 to 49 Years Old	100	±1	13	12	6	2	2	65	±2
50 to 59 Years Old	100	±1	11	12	8	2	3	64	±2
60 Years Old or More	100	±1	10	11	7	2	1	68	±2
6 Months to 4 Years of Service	100	±1	8	5	2	1	1	83	±2
5 to 10 Years of Service	100	±1	10	8	3	2	2	76	±2
11 to 20 Years of Service	100	±1	13	12	5	1	2	67	±2
21 to 30 Years of Service	100	±1	11	12	8	2	3	64	±2
More Than 30 Years of Service	100	±1	11	14	11	3	4	57	±2
GENDER & RACE/ETHNICITY									
Male	100	±1	12	12	7	3	3	63	±1
Female	100	±1	10	10	4	1	0	75	±2
Non-Hispanic White	100	±1	11	11	7	2	2	67	±1
Total Minority	100	±1	10	11	5	2	2	69	±2
Non-Hispanic Black	100	±1	9	12	6	2	2	69	±2
Hispanic	100	±1	11	10	4	3	3	69	±3
Non-Hispanic Asian	99	±1	12	10	4	2	2	69	±3

Note. Percent responding are Civilian employees who answered the question.

25. Where do you work?

1. CONUS 2. OCONUS

	Percent Responding		Percentages 1	Percentages 2	Max ME
OVERALL AND COMPONENT					
Total DoD	100	±1	91	9	±1
Army	100	±1	90	10	±1
Navy	100	±1	92	8	±1
Marine Corps	99	±2	93	7	±3
Air Force	100	±1	95	5	±1
DoD Agencies/Field Activities	99	±1	87	13	±2
PAY PLAN/GRADE					
White Collar Total	100	±1	90	10	±1
GS 1 to 4	98	±2	84	16	±5
GS 5 to 8	100	±1	91	9	±1
GS 9 to 12	100	±1	91	9	±1
GS/GM 13 to 15	100	±1	93	7	±2
SES	100	±0	98	2	±2
Blue Collar Total	99	±1	94	6	±1
WG 1 to 5	100	±1	91	9	±3
WG 6 to 9	99	±1	95	5	±2
WG 10 to 15	100	±1	95	5	±2
WS/WL 1 to 19	99	±1	92	8	±3
NSPS Pay Plans	100	±1	97	3	±1
Demo/APS Pay Plans	100	±1	99	1	±1
NSPS STATUS					
Spiral 1.1	100	±1	97	3	±1
All Others	100	±1	91	9	±1
OCCUPATIONAL GROUPS					
Professional	100	±1	89	11	±1
Administrative	100	±1	92	8	±2
Technical	100	±1	92	8	±2
Clerical	99	±1	90	10	±2
Other White Collar	99	±1	94	6	±3
Blue Collar	99	±1	93	7	±1
Scientists	100	±1	97	3	±2
Engineers	100	±1	96	4	±1
SUPERVISOR/MANAGER					
Supervisor	100	±1	91	9	±2
Manager	100	±1	86	14	±3
Wage Leader	100	±1	90	10	±5
Wage Supervisor	100	±1	91	9	±4
Team Leader	100	±1	94	6	±2
Non-Supervisor	100	±1	92	8	±1
EDUCATION					
No College	99	±1	94	6	±2
Some College	100	±1	92	8	±1
4-Year Degree	100	±1	91	9	±2
Graduate/Professional Degree	99	±1	88	12	±2

Note. Percent responding are Civilian employees who answered the question.

25. Where do you work?

	Percent Responding		Percentages 1	Percentages 2	Max ME
SCHEDULE/LOCATION					
Full-Time	100	±1	92	8	±1
Other Than Full-Time	98	±2	74	26	±6
CONUS	100	±1	100	0	±0
OCONUS	100	±1	0	100	±0
BARGAINING UNIT					
Not in Bargaining Unit	100	±1	90	10	±1
In Bargaining Unit	99	±1	94	6	±1
DISABILITY					
No Disability	100	±1	91	9	±1
Disability	100	±1	91	9	±2
Targeted Disability	100	±1	92	8	±3
Other Disability	100	±1	91	9	±2
VETERAN/PREFERENCE					
Non-Veteran	100	±1	91	9	±1
Veteran	100	±1	92	8	±1
10 Point, 30%	100	±1	90	10	±3
10 Point, Not 30%	100	±1	89	11	±3
5 Point	100	±1	92	8	±1
No Preference	100	±0	93	7	±3
TYPE OF APPOINTMENT					
Permanent	100	±1	92	8	±1
Non-Permanent	100	±1	83	17	±4
RETIREMENT PLAN/ELIGIBILITY					
CSRS	100	±1	94	6	±1
FERS	100	±1	91	9	±1
Other Plan	99	±1	80	20	±4
Not Eligible	99	±1	91	9	±1
Optional Eligible	100	±1	92	8	±1
Discontinued Service	99	±1	93	7	±2
AGE & LENGTH OF SERVICE					
29 Years Old or Less	100	±1	92	8	±3
30 to 39 Years Old	99	±1	89	11	±2
40 to 49 Years Old	100	±1	91	9	±1
50 to 59 Years Old	100	±1	92	8	±1
60 Years Old or More	100	±1	91	9	±2
6 Months to 4 Years of Service	99	±1	86	14	±2
5 to 10 Years of Service	100	±1	90	10	±2
11 to 20 Years of Service	100	±1	92	8	±2
21 to 30 Years of Service	100	±1	93	7	±1
More Than 30 Years of Service	100	±1	93	7	±2
GENDER & RACE/ETHNICITY					
Male	100	±1	92	8	±1
Female	99	±1	90	10	±1
Non-Hispanic White	100	±1	94	6	±1
Total Minority	99	±1	86	14	±2
Non-Hispanic Black	99	±1	93	7	±2
Hispanic	99	±1	87	13	±3
Non-Hispanic Asian	99	±1	69	31	±3

Note. Percent responding are Civilian employees who answered the question.

26. Which statement describes your status?

1. I am in a civil service personnel demonstration project or alternative personnel system.
2. I was, but no longer am, in a civil service personnel demonstration project or alternative personnel system.
3. I have never been in a civil service personnel demonstration project or alternative personnel system.

	Percent Responding		Percentages			Max ME
			1	2	3	
OVERALL AND COMPONENT						
Total DoD	97	±1	30	2	68	±1
Army	97	±1	28	2	70	±2
Navy	97	±1	36	2	62	±2
Marine Corps	97	±2	28	1	71	±5
Air Force	97	±1	27	1	71	±2
DoD Agencies/Field Activities	96	±1	29	1	70	±3
PAY PLAN/GRADE						
White Collar Total	97	±1	23	2	75	±1
GS 1 to 4	95	±2	36	3	61	±4
GS 5 to 8	96	±1	29	2	69	±2
GS 9 to 12	97	±1	22	1	77	±2
GS/GM 13 to 15	98	±1	15	3	82	±3
SES	100	±0	19	9	72	±4
Blue Collar Total	96	±1	32	1	67	±2
WG 1 to 5	98	±2	36	1	63	±6
WG 6 to 9	96	±2	33	1	66	±4
WG 10 to 15	96	±2	29	1	70	±3
WS/WL 1 to 19	96	±2	36	1	63	±5
NSPS Pay Plans	98	±1	41	3	56	±3
Demo/APS Pay Plans	99	±1	91	1	8	±2
NSPS STATUS						
Spiral 1.1	98	±1	41	3	56	±3
All Others	97	±1	30	2	69	±1
OCCUPATIONAL GROUPS						
Professional	98	±1	32	2	66	±2
Administrative	97	±1	26	2	73	±2
Technical	96	±1	29	2	69	±2
Clerical	96	±1	32	2	65	±3
Other White Collar	96	±2	37	1	62	±4
Blue Collar	96	±1	32	1	67	±2
Scientists	97	±2	38	3	59	±4
Engineers	98	±1	41	3	56	±3
SUPERVISOR/MANAGER						
Supervisor	97	±1	32	2	66	±3
Manager	98	±2	27	2	71	±3
Wage Leader	98	±2	42	1	57	±7
Wage Supervisor	98	±2	36	1	63	±6
Team Leader	97	±1	38	2	60	±3
Non-Supervisor	97	±1	28	1	70	±1
EDUCATION						
No College	95	±1	36	1	63	±3
Some College	97	±1	29	1	70	±2
4-Year Degree	97	±1	28	2	71	±2
Graduate/Professional Degree	98	±1	31	2	66	±2

Note. Percent responding are Civilian employees who answered the question.

26. Which statement describes your status?

	Percent Responding		Percentages 1	2	3	Max ME
SCHEDULE/LOCATION						
Full-Time	97	±1	30	1	68	±1
Other Than Full-Time	95	±3	30	3	67	±5
CONUS	97	±1	31	2	68	±1
OCONUS	97	±2	25	1	74	±3
BARGAINING UNIT						
Not in Bargaining Unit	98	±1	31	2	67	±1
In Bargaining Unit	96	±1	29	1	70	±2
DISABILITY						
No Disability	97	±1	30	2	69	±1
Disability	97	±1	32	2	67	±2
Targeted Disability	96	±2	35	2	63	±4
Other Disability	97	±1	31	1	68	±3
VETERAN/PREFERENCE						
Non-Veteran	97	±1	32	2	66	±1
Veteran	97	±1	27	1	71	±2
10 Point, 30%	97	±1	33	1	66	±3
10 Point, Not 30%	97	±2	26	1	73	±4
5 Point	97	±1	27	1	72	±2
No Preference	97	±2	26	1	73	±4
TYPE OF APPOINTMENT						
Permanent	97	±1	30	1	68	±1
Non-Permanent	96	±2	29	4	67	±4
RETIREMENT PLAN/ELIGIBILITY						
CSRS	97	±1	32	1	67	±2
FERS	97	±1	30	1	69	±1
Other Plan	95	±2	29	4	67	±4
Not Eligible	97	±1	28	2	70	±2
Optional Eligible	97	±1	32	1	67	±2
Discontinued Service	96	±2	30	2	68	±3
AGE & LENGTH OF SERVICE						
29 Years Old or Less	96	±2	32	2	67	±3
30 to 39 Years Old	96	±2	31	1	67	±3
40 to 49 Years Old	97	±1	30	2	68	±2
50 to 59 Years Old	97	±1	29	1	69	±2
60 Years Old or More	97	±1	29	2	70	±3
6 Months to 4 Years of Service	97	±1	31	1	68	±3
5 to 10 Years of Service	96	±1	31	2	67	±3
11 to 20 Years of Service	97	±1	31	2	68	±2
21 to 30 Years of Service	97	±1	29	2	69	±2
More Than 30 Years of Service	97	±1	29	1	69	±2
GENDER & RACE/ETHNICITY						
Male	97	±1	31	1	68	±1
Female	96	±1	28	2	70	±2
Non-Hispanic White	97	±1	26	2	72	±1
Total Minority	96	±1	40	2	59	±2
Non-Hispanic Black	97	±1	42	2	56	±2
Hispanic	96	±1	37	1	62	±3
Non-Hispanic Asian	96	±1	45	1	54	±4

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

a. Your total compensation (i.e., pay, incentives, and bonuses)

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages					Max ME	Average Satisfaction	
			1	2	3	4	5			
OVERALL AND COMPONENT										
Total DoD	98	±1	4	15	17	49	15	±1	3.6	±0.1
Army	98	±1	4	15	16	49	15	±2	3.6	±0.1
Navy	99	±1	5	16	18	48	14	±2	3.5	±0.1
Marine Corps	98	±2	5	19	20	39	17	±5	3.4	±0.1
Air Force	98	±1	4	15	18	48	15	±2	3.6	±0.1
DoD Agencies/Field Activities	98	±1	3	14	15	50	18	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	4	15	16	50	15	±1	3.6	±0.1
GS 1 to 4	99	±1	9	18	19	42	11	±5	3.3	±0.1
GS 5 to 8	98	±1	8	21	19	42	10	±2	3.2	±0.1
GS 9 to 12	98	±1	3	14	16	52	15	±2	3.6	±0.1
GS/GM 13 to 15	99	±1	2	9	12	56	21	±3	3.9	±0.1
SES	99	±1	6	18	12	47	18	±5	3.5	±0.1
Blue Collar Total	98	±1	5	17	20	44	14	±2	3.5	±0.1
WG 1 to 5	99	±1	6	17	18	41	17	±6	3.5	±0.2
WG 6 to 9	98	±1	6	17	22	41	14	±4	3.4	±0.1
WG 10 to 15	99	±1	5	19	20	43	13	±3	3.4	±0.1
WS/WL 1 to 19	99	±1	3	15	16	51	15	±5	3.6	±0.1
NSPS Pay Plans	99	±1	3	11	15	53	18	±3	3.7	±0.1
Demo/APS Pay Plans	99	±1	2	12	16	51	19	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	3	11	15	53	18	±3	3.7	±0.1
All Others	98	±1	4	15	17	49	15	±1	3.6	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	2	12	16	54	17	±2	3.7	±0.1
Administrative	98	±1	2	12	14	53	19	±2	3.7	±0.1
Technical	98	±1	7	19	19	45	10	±2	3.3	±0.1
Clerical	98	±1	8	20	19	40	12	±3	3.3	±0.1
Other White Collar	99	±1	8	16	15	47	14	±4	3.4	±0.1
Blue Collar	98	±1	5	17	19	44	14	±2	3.5	±0.1
Scientists	99	±1	3	11	15	53	18	±4	3.7	±0.1
Engineers	99	±1	2	12	19	53	14	±3	3.6	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	3	13	15	52	17	±3	3.7	±0.1
Manager	99	±1	3	12	14	50	21	±4	3.7	±0.1
Wage Leader	99	±1	5	18	18	44	15	±7	3.5	±0.2
Wage Supervisor	99	±2	5	14	16	51	14	±6	3.6	±0.2
Team Leader	99	±1	4	13	16	51	16	±3	3.6	±0.1
Non-Supervisor	99	±1	5	16	17	48	14	±1	3.5	±0.1
EDUCATION										
No College	98	±1	5	15	17	46	17	±3	3.5	±0.1
Some College	98	±1	5	17	18	46	14	±2	3.5	±0.1
4-Year Degree	99	±1	3	13	16	52	15	±2	3.6	±0.1
Graduate/Professional Degree	99	±1	3	12	14	53	18	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

a. Your total compensation (i.e., pay, incentives, and bonuses)

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	98	±1	4	15	17	49	15	±1	3.6	±0.1
Other Than Full-Time	99	±1	5	14	17	50	14	±5	3.5	±0.1
CONUS	98	±1	4	15	17	49	15	±1	3.6	±0.1
OCONUS	98	±1	5	14	17	49	15	±4	3.5	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	4	14	15	50	17	±2	3.6	±0.1
In Bargaining Unit	98	±1	5	16	18	47	14	±2	3.5	±0.1
DISABILITY										
No Disability	98	±1	4	14	16	50	16	±1	3.6	±0.1
Disability	98	±1	7	20	18	44	11	±2	3.3	±0.1
Targeted Disability	99	±1	8	20	20	42	10	±4	3.3	±0.1
Other Disability	98	±1	6	19	18	45	12	±3	3.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	4	14	16	49	17	±2	3.6	±0.1
Veteran	98	±1	5	16	17	48	14	±2	3.5	±0.1
10 Point, 30%	98	±1	6	17	18	47	12	±3	3.4	±0.1
10 Point, Not 30%	99	±1	5	16	18	48	12	±4	3.5	±0.1
5 Point	98	±1	4	16	17	49	14	±2	3.5	±0.1
No Preference	98	±2	4	16	17	47	15	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	4	15	17	49	15	±1	3.6	±0.1
Non-Permanent	98	±2	3	14	18	47	17	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	4	15	16	48	17	±2	3.6	±0.1
FERS	99	±1	4	15	17	49	14	±1	3.5	±0.1
Other Plan	97	±2	5	15	18	47	16	±4	3.5	±0.1
Not Eligible	99	±1	4	14	17	50	16	±2	3.6	±0.1
Optional Eligible	98	±1	5	16	17	48	15	±2	3.5	±0.1
Discontinued Service	98	±1	5	17	17	46	15	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	4	15	16	49	16	±3	3.6	±0.1
30 to 39 Years Old	99	±1	4	15	17	51	13	±3	3.5	±0.1
40 to 49 Years Old	99	±1	4	16	17	49	15	±2	3.5	±0.1
50 to 59 Years Old	98	±1	5	15	17	48	16	±2	3.5	±0.1
60 Years Old or More	97	±1	4	14	17	48	17	±3	3.6	±0.1
6 Months to 4 Years of Service	98	±1	3	14	18	50	15	±3	3.6	±0.1
5 to 10 Years of Service	99	±1	5	15	17	49	15	±3	3.5	±0.1
11 to 20 Years of Service	99	±1	5	16	17	50	13	±2	3.5	±0.1
21 to 30 Years of Service	98	±1	5	16	17	47	16	±2	3.5	±0.1
More Than 30 Years of Service	98	±1	4	13	16	49	18	±2	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	4	15	18	49	14	±1	3.6	±0.1
Female	98	±1	5	16	15	48	17	±2	3.6	±0.1
Non-Hispanic White	99	±1	4	15	16	50	16	±1	3.6	±0.1
Total Minority	98	±1	6	16	19	45	14	±2	3.4	±0.1
Non-Hispanic Black	98	±1	7	18	18	44	13	±2	3.4	±0.1
Hispanic	96	±2	6	17	16	46	14	±3	3.5	±0.1
Non-Hispanic Asian	99	±1	5	12	21	47	15	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

b. The type of work you do

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	98	±1	1	5	11	52	31	±1	4.1	±0.1
Army	98	±1	1	5	10	52	32	±2	4.1	±0.1
Navy	98	±1	1	5	12	52	30	±2	4.0	±0.1
Marine Corps	98	±2	1	4	12	46	36	±5	4.1	±0.1
Air Force	98	±1	1	5	11	52	30	±2	4.1	±0.1
DoD Agencies/Field Activities	98	±1	1	5	12	53	28	±3	4.0	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	1	5	11	51	31	±1	4.1	±0.1
GS 1 to 4	98	±1	3	6	16	48	27	±4	3.9	±0.1
GS 5 to 8	98	±1	1	7	13	51	28	±2	4.0	±0.1
GS 9 to 12	98	±1	1	5	10	52	31	±2	4.1	±0.1
GS/GM 13 to 15	99	±1	1	5	9	52	34	±3	4.1	±0.1
SES	98	±2	1	3	2	35	59	±5	4.5	±0.1
Blue Collar Total	98	±1	1	4	12	55	28	±2	4.1	±0.1
WG 1 to 5	98	±2	2	7	16	50	25	±6	3.9	±0.1
WG 6 to 9	98	±2	1	4	13	55	27	±4	4.0	±0.1
WG 10 to 15	98	±1	1	4	11	56	28	±3	4.1	±0.1
WS/WL 1 to 19	97	±2	0	4	9	56	31	±5	4.1	±0.1
NSPS Pay Plans	99	±1	1	5	11	52	30	±3	4.1	±0.1
Demo/APS Pay Plans	99	±1	1	6	10	53	30	±2	4.1	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	5	11	52	30	±3	4.1	±0.1
All Others	98	±1	1	5	11	52	31	±1	4.1	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	1	6	11	53	29	±2	4.0	±0.1
Administrative	98	±1	1	5	9	50	35	±2	4.1	±0.1
Technical	98	±1	1	5	12	52	29	±2	4.0	±0.1
Clerical	98	±1	2	7	15	50	26	±3	3.9	±0.1
Other White Collar	98	±2	1	4	10	45	39	±4	4.2	±0.1
Blue Collar	98	±1	1	4	12	55	28	±2	4.1	±0.1
Scientists	99	±1	1	5	9	53	31	±4	4.1	±0.1
Engineers	99	±1	1	7	14	55	23	±3	3.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	1	5	9	51	35	±3	4.1	±0.1
Manager	99	±1	1	4	6	45	44	±4	4.3	±0.1
Wage Leader	99	±2	0	6	8	57	29	±6	4.1	±0.1
Wage Supervisor	97	±2	0	3	8	52	36	±6	4.2	±0.1
Team Leader	99	±1	1	4	10	54	32	±3	4.1	±0.1
Non-Supervisor	99	±1	1	5	12	53	28	±1	4.0	±0.1
EDUCATION										
No College	98	±1	1	3	9	54	33	±3	4.1	±0.1
Some College	98	±1	1	5	11	52	31	±2	4.1	±0.1
4-Year Degree	99	±1	1	7	13	53	27	±2	4.0	±0.1
Graduate/Professional Degree	99	±1	2	5	10	51	32	±2	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

b. The type of work you do

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	98	±1	1	5	11	52	30	±1	4.1	±0.1
Other Than Full-Time	99	±1	2	5	14	48	31	±6	4.0	±0.1
CONUS	98	±1	1	5	11	52	30	±1	4.1	±0.1
OCONUS	98	±1	1	5	10	51	34	±4	4.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	5	10	52	32	±2	4.1	±0.1
In Bargaining Unit	98	±1	1	5	12	53	29	±2	4.0	±0.1
DISABILITY										
No Disability	98	±1	1	5	11	53	30	±1	4.1	±0.1
Disability	98	±1	1	6	11	51	31	±2	4.0	±0.1
Targeted Disability	98	±1	2	6	11	50	31	±4	4.0	±0.1
Other Disability	98	±1	1	6	12	51	31	±3	4.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	1	5	12	53	28	±2	4.0	±0.1
Veteran	98	±1	1	5	10	51	33	±2	4.1	±0.1
10 Point, 30%	98	±1	1	5	10	49	34	±3	4.1	±0.1
10 Point, Not 30%	99	±1	1	4	9	50	36	±4	4.2	±0.1
5 Point	98	±1	1	5	11	51	32	±2	4.1	±0.1
No Preference	99	±1	1	3	10	53	33	±4	4.1	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	1	5	11	53	30	±1	4.1	±0.1
Non-Permanent	99	±1	1	5	13	46	35	±4	4.1	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	1	5	10	53	31	±2	4.1	±0.1
FERS	98	±1	1	5	11	52	30	±1	4.1	±0.1
Other Plan	98	±1	2	5	13	47	34	±4	4.1	±0.1
Not Eligible	99	±1	1	5	12	53	29	±2	4.0	±0.1
Optional Eligible	98	±1	1	5	10	52	33	±2	4.1	±0.1
Discontinued Service	98	±1	2	5	12	52	29	±3	4.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	1	6	16	52	25	±3	3.9	±0.1
30 to 39 Years Old	99	±1	1	5	11	55	28	±3	4.0	±0.1
40 to 49 Years Old	98	±1	1	5	11	53	30	±2	4.1	±0.1
50 to 59 Years Old	98	±1	1	5	11	52	32	±2	4.1	±0.1
60 Years Old or More	97	±1	2	4	9	48	38	±3	4.2	±0.1
6 Months to 4 Years of Service	99	±1	1	6	13	52	28	±3	4.0	±0.1
5 to 10 Years of Service	99	±1	1	5	12	52	30	±3	4.0	±0.1
11 to 20 Years of Service	98	±1	1	5	12	54	28	±2	4.0	±0.1
21 to 30 Years of Service	98	±1	1	5	10	52	31	±2	4.1	±0.1
More Than 30 Years of Service	98	±1	1	4	9	49	36	±2	4.2	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	1	5	11	52	31	±1	4.1	±0.1
Female	98	±1	1	5	11	52	30	±2	4.0	±0.1
Non-Hispanic White	98	±1	1	5	11	52	31	±1	4.1	±0.1
Total Minority	98	±1	1	5	12	52	29	±2	4.0	±0.1
Non-Hispanic Black	98	±1	2	5	12	52	29	±2	4.0	±0.1
Hispanic	98	±1	1	5	11	50	34	±3	4.1	±0.1
Non-Hispanic Asian	99	±1	1	5	13	57	24	±4	4.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

c. Your opportunities for promotion

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	98	±1	14	25	23	29	8	±1	2.9	±0.1
Army	98	±1	13	25	23	30	9	±2	3.0	±0.1
Navy	98	±1	15	25	24	29	8	±2	2.9	±0.1
Marine Corps	97	±3	19	27	20	27	7	±5	2.8	±0.2
Air Force	99	±1	16	26	22	28	8	±2	2.9	±0.1
DoD Agencies/Field Activities	98	±1	13	24	25	29	9	±3	3.0	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	14	26	23	29	9	±1	2.9	±0.1
GS 1 to 4	98	±2	24	27	23	18	8	±4	2.6	±0.1
GS 5 to 8	98	±1	22	30	19	22	7	±2	2.6	±0.1
GS 9 to 12	98	±1	12	25	24	31	8	±2	3.0	±0.1
GS/GM 13 to 15	99	±1	8	22	23	37	11	±3	3.2	±0.1
SES	99	±1	2	9	30	37	22	±5	3.7	±0.1
Blue Collar Total	98	±1	17	24	24	28	8	±2	2.9	±0.1
WG 1 to 5	98	±2	20	26	21	25	8	±6	2.8	±0.2
WG 6 to 9	98	±2	20	26	22	26	7	±4	2.7	±0.1
WG 10 to 15	99	±1	19	26	26	24	6	±3	2.7	±0.1
WS/WL 1 to 19	99	±1	7	20	23	37	13	±5	3.3	±0.1
NSPS Pay Plans	99	±1	9	22	25	34	10	±3	3.1	±0.1
Demo/APS Pay Plans	99	±1	9	22	26	34	9	±2	3.1	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	9	22	25	34	10	±3	3.1	±0.1
All Others	98	±1	14	25	23	29	8	±1	2.9	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	9	22	26	34	8	±2	3.1	±0.1
Administrative	98	±1	10	24	23	33	10	±2	3.1	±0.1
Technical	98	±1	20	29	22	23	6	±2	2.7	±0.1
Clerical	98	±1	24	31	21	18	6	±3	2.5	±0.1
Other White Collar	98	±2	16	21	19	33	11	±4	3.0	±0.1
Blue Collar	98	±1	16	24	23	28	8	±2	2.9	±0.1
Scientists	99	±1	11	22	28	31	7	±4	3.0	±0.1
Engineers	99	±1	10	23	26	35	6	±3	3.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	9	24	21	35	10	±3	3.1	±0.1
Manager	98	±2	8	21	21	35	14	±4	3.2	±0.1
Wage Leader	98	±2	11	25	25	29	10	±6	3.0	±0.2
Wage Supervisor	99	±1	11	19	22	37	11	±6	3.2	±0.2
Team Leader	98	±1	12	26	21	32	9	±3	3.0	±0.1
Non-Supervisor	99	±1	16	26	24	27	7	±1	2.8	±0.1
EDUCATION										
No College	98	±1	14	23	23	29	11	±2	3.0	±0.1
Some College	99	±1	16	27	23	26	8	±2	2.8	±0.1
4-Year Degree	98	±1	11	25	23	33	8	±2	3.0	±0.1
Graduate/Professional Degree	99	±1	12	23	25	31	9	±2	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

c. Your opportunities for promotion

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	98	±1	14	25	23	29	8	±1	2.9	±0.1
Other Than Full-Time	99	±1	16	21	31	24	8	±5	2.9	±0.2
CONUS	98	±1	14	25	23	29	8	±1	2.9	±0.1
OCONUS	98	±1	12	23	27	28	10	±3	3.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	12	24	23	31	9	±2	3.0	±0.1
In Bargaining Unit	98	±1	16	26	23	27	7	±2	2.8	±0.1
DISABILITY										
No Disability	98	±1	13	25	24	30	9	±1	3.0	±0.1
Disability	98	±1	20	28	22	24	6	±2	2.7	±0.1
Targeted Disability	99	±1	22	29	19	24	6	±4	2.6	±0.1
Other Disability	98	±1	20	27	23	24	6	±2	2.7	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	13	25	24	30	9	±1	3.0	±0.1
Veteran	99	±1	16	26	23	28	8	±2	2.9	±0.1
10 Point, 30%	98	±1	19	26	21	27	7	±3	2.8	±0.1
10 Point, Not 30%	99	±1	15	25	23	27	10	±4	2.9	±0.1
5 Point	99	±1	15	26	24	28	7	±2	2.9	±0.1
No Preference	99	±1	14	23	21	30	11	±4	3.0	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	14	25	23	29	8	±1	2.9	±0.1
Non-Permanent	98	±2	17	23	25	25	9	±4	2.9	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	14	25	24	29	8	±2	2.9	±0.1
FERS	99	±1	14	25	23	30	9	±1	2.9	±0.1
Other Plan	98	±2	17	21	29	24	9	±4	2.9	±0.1
Not Eligible	99	±1	13	25	24	29	9	±2	3.0	±0.1
Optional Eligible	98	±1	15	25	23	30	8	±2	2.9	±0.1
Discontinued Service	98	±1	17	27	23	26	8	±3	2.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	10	20	24	33	12	±3	3.2	±0.1
30 to 39 Years Old	99	±1	13	24	23	31	9	±3	3.0	±0.1
40 to 49 Years Old	98	±1	14	26	23	30	8	±2	2.9	±0.1
50 to 59 Years Old	98	±1	16	26	23	27	8	±2	2.9	±0.1
60 Years Old or More	98	±1	16	24	26	27	7	±3	2.9	±0.1
6 Months to 4 Years of Service	99	±1	10	21	27	32	11	±3	3.1	±0.1
5 to 10 Years of Service	99	±1	14	26	21	30	9	±3	2.9	±0.1
11 to 20 Years of Service	98	±1	15	27	22	28	8	±2	2.9	±0.1
21 to 30 Years of Service	98	±1	15	26	23	28	8	±2	2.9	±0.1
More Than 30 Years of Service	98	±1	14	23	25	29	8	±2	2.9	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	14	24	24	30	8	±1	3.0	±0.1
Female	98	±1	15	27	22	27	9	±2	2.9	±0.1
Non-Hispanic White	99	±1	13	25	24	29	8	±1	3.0	±0.1
Total Minority	97	±1	17	25	21	28	8	±2	2.9	±0.1
Non-Hispanic Black	97	±1	19	27	19	28	8	±2	2.8	±0.1
Hispanic	98	±1	18	25	21	28	8	±3	2.8	±0.1
Non-Hispanic Asian	98	±1	11	21	27	31	10	±3	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

d. The quality of your coworkers

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	2	10	21	49	18	±1	3.7	±0.1
Army	98	±1	2	10	20	48	19	±2	3.7	±0.1
Navy	99	±1	2	9	21	49	18	±2	3.7	±0.1
Marine Corps	99	±2	2	9	21	50	18	±5	3.7	±0.1
Air Force	98	±1	2	9	20	49	19	±2	3.7	±0.1
DoD Agencies/Field Activities	99	±1	3	10	23	47	17	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	2	9	20	49	19	±1	3.7	±0.1
GS 1 to 4	98	±1	5	10	21	42	21	±4	3.7	±0.1
GS 5 to 8	98	±1	3	10	22	46	18	±2	3.7	±0.1
GS 9 to 12	99	±1	2	10	20	49	19	±2	3.7	±0.1
GS/GM 13 to 15	99	±1	1	8	17	55	20	±3	3.8	±0.1
SES	99	±1	0	5	8	50	37	±5	4.2	±0.1
Blue Collar Total	98	±1	3	12	25	46	14	±2	3.6	±0.1
WG 1 to 5	98	±2	4	16	23	42	15	±6	3.5	±0.2
WG 6 to 9	98	±2	4	11	26	43	16	±4	3.6	±0.1
WG 10 to 15	99	±1	4	11	25	49	12	±3	3.5	±0.1
WS/WL 1 to 19	98	±2	2	12	24	46	16	±5	3.6	±0.1
NSPS Pay Plans	99	±1	1	7	17	55	20	±3	3.9	±0.1
Demo/APS Pay Plans	98	±1	1	7	18	52	22	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	7	17	55	20	±3	3.9	±0.1
All Others	99	±1	2	10	21	49	18	±1	3.7	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	2	9	20	51	19	±2	3.8	±0.1
Administrative	99	±1	2	9	18	51	20	±2	3.8	±0.1
Technical	98	±1	3	10	21	48	18	±2	3.7	±0.1
Clerical	98	±1	3	9	20	45	23	±3	3.8	±0.1
Other White Collar	99	±1	5	11	22	45	16	±4	3.5	±0.1
Blue Collar	98	±1	3	11	25	46	14	±2	3.6	±0.1
Scientists	99	±1	1	8	19	50	22	±4	3.8	±0.1
Engineers	99	±1	1	8	19	54	18	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	2	8	16	55	19	±3	3.8	±0.1
Manager	98	±2	1	9	17	51	22	±4	3.8	±0.1
Wage Leader	98	±2	2	16	27	40	15	±7	3.5	±0.2
Wage Supervisor	98	±2	2	7	22	48	20	±6	3.8	±0.1
Team Leader	99	±1	2	11	21	47	18	±3	3.7	±0.1
Non-Supervisor	99	±1	3	10	22	48	18	±1	3.7	±0.1
EDUCATION										
No College	98	±1	2	9	23	47	19	±3	3.7	±0.1
Some College	99	±1	3	11	22	47	17	±2	3.7	±0.1
4-Year Degree	99	±1	2	9	20	52	18	±2	3.7	±0.1
Graduate/Professional Degree	99	±1	2	9	19	49	22	±2	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

d. The quality of your coworkers

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	2	10	21	49	18	±1	3.7	±0.1
Other Than Full-Time	99	±1	4	8	22	45	21	±6	3.7	±0.1
CONUS	99	±1	2	10	21	49	18	±1	3.7	±0.1
OCONUS	98	±1	2	10	21	48	18	±4	3.7	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	2	9	19	50	20	±2	3.8	±0.1
In Bargaining Unit	98	±1	3	10	23	47	17	±2	3.6	±0.1
DISABILITY										
No Disability	99	±1	2	9	21	49	18	±1	3.7	±0.1
Disability	98	±1	3	12	22	45	18	±2	3.6	±0.1
Targeted Disability	98	±1	4	11	22	46	17	±4	3.6	±0.1
Other Disability	98	±1	3	13	22	45	18	±3	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	2	9	21	49	18	±2	3.7	±0.1
Veteran	98	±1	3	10	21	48	19	±2	3.7	±0.1
10 Point, 30%	97	±1	3	11	21	44	21	±3	3.7	±0.1
10 Point, Not 30%	98	±1	2	8	19	51	20	±4	3.8	±0.1
5 Point	98	±1	3	10	22	48	18	±2	3.7	±0.1
No Preference	99	±1	2	9	20	49	20	±4	3.8	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	2	10	21	49	18	±1	3.7	±0.1
Non-Permanent	99	±1	2	9	22	43	24	±4	3.8	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	2	9	20	51	19	±2	3.8	±0.1
FERS	99	±1	3	10	21	48	18	±1	3.7	±0.1
Other Plan	98	±1	2	10	21	43	23	±4	3.8	±0.1
Not Eligible	99	±1	2	10	21	47	19	±2	3.7	±0.1
Optional Eligible	98	±1	2	9	20	50	18	±2	3.7	±0.1
Discontinued Service	98	±1	3	10	22	48	17	±3	3.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	3	9	23	43	22	±3	3.7	±0.1
30 to 39 Years Old	99	±1	3	12	20	49	16	±3	3.6	±0.1
40 to 49 Years Old	99	±1	2	10	22	49	17	±2	3.7	±0.1
50 to 59 Years Old	98	±1	2	9	20	50	19	±2	3.7	±0.1
60 Years Old or More	97	±1	2	7	19	49	23	±3	3.8	±0.1
6 Months to 4 Years of Service	99	±1	2	10	24	45	19	±3	3.7	±0.1
5 to 10 Years of Service	99	±1	3	11	21	47	18	±3	3.6	±0.1
11 to 20 Years of Service	99	±1	3	10	21	48	17	±2	3.7	±0.1
21 to 30 Years of Service	98	±1	2	9	20	50	18	±2	3.7	±0.1
More Than 30 Years of Service	98	±1	1	8	19	51	21	±2	3.8	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	2	9	21	49	18	±1	3.7	±0.1
Female	99	±1	2	11	20	48	19	±2	3.7	±0.1
Non-Hispanic White	99	±1	2	9	21	49	19	±1	3.7	±0.1
Total Minority	98	±1	3	10	21	49	17	±2	3.7	±0.1
Non-Hispanic Black	98	±1	3	9	21	50	17	±2	3.7	±0.1
Hispanic	98	±1	3	10	21	47	18	±3	3.7	±0.1
Non-Hispanic Asian	99	±1	2	10	21	49	17	±4	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

e. The quality of your supervisor

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	6	10	16	40	27	±1	3.7	±0.1
Army	99	±1	6	11	15	40	28	±2	3.7	±0.1
Navy	99	±1	6	10	17	40	26	±2	3.7	±0.1
Marine Corps	99	±2	8	13	18	36	25	±5	3.6	±0.2
Air Force	99	±1	7	10	16	39	28	±2	3.7	±0.1
DoD Agencies/Field Activities	99	±1	7	11	16	41	26	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	6	10	16	40	28	±1	3.7	±0.1
GS 1 to 4	99	±1	9	11	16	35	29	±4	3.6	±0.1
GS 5 to 8	99	±1	7	10	16	38	29	±2	3.7	±0.1
GS 9 to 12	99	±1	6	10	16	40	28	±2	3.7	±0.1
GS/GM 13 to 15	99	±1	4	9	15	42	30	±3	3.9	±0.1
SES	100	±1	2	9	10	33	46	±5	4.1	±0.1
Blue Collar Total	99	±1	8	12	18	40	22	±2	3.6	±0.1
WG 1 to 5	99	±1	12	14	16	36	23	±6	3.4	±0.2
WG 6 to 9	99	±1	8	12	19	37	23	±4	3.5	±0.1
WG 10 to 15	99	±1	9	13	18	40	20	±3	3.5	±0.1
WS/WL 1 to 19	99	±1	6	11	17	44	23	±5	3.7	±0.1
NSPS Pay Plans	99	±1	4	9	16	42	29	±3	3.8	±0.1
Demo/APS Pay Plans	100	±1	4	9	17	41	29	±2	3.8	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	4	9	16	42	29	±3	3.8	±0.1
All Others	99	±1	6	10	16	40	27	±1	3.7	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	5	10	17	42	26	±2	3.7	±0.1
Administrative	99	±1	6	10	15	39	31	±2	3.8	±0.1
Technical	99	±1	7	10	16	40	27	±2	3.7	±0.1
Clerical	99	±1	6	9	15	36	34	±3	3.8	±0.1
Other White Collar	99	±1	10	11	17	38	24	±4	3.5	±0.1
Blue Collar	99	±1	8	12	18	40	22	±2	3.6	±0.1
Scientists	99	±1	6	10	20	37	27	±4	3.7	±0.1
Engineers	100	±1	4	10	18	44	24	±3	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	5	10	14	42	29	±3	3.8	±0.1
Manager	99	±1	4	8	14	42	32	±4	3.9	±0.1
Wage Leader	99	±1	5	12	20	40	24	±6	3.7	±0.2
Wage Supervisor	100	±1	5	9	15	47	23	±6	3.7	±0.2
Team Leader	99	±1	6	10	17	40	27	±3	3.7	±0.1
Non-Supervisor	99	±1	7	11	17	39	27	±1	3.7	±0.1
EDUCATION										
No College	99	±1	8	9	16	39	29	±3	3.7	±0.1
Some College	99	±1	7	11	16	39	26	±2	3.7	±0.1
4-Year Degree	99	±1	5	10	17	42	26	±2	3.7	±0.1
Graduate/Professional Degree	99	±1	6	10	15	39	30	±2	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

e. The quality of your supervisor

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	6	10	16	40	27	±1	3.7	±0.1
Other Than Full-Time	99	±1	8	9	16	37	30	±5	3.7	±0.2
CONUS	99	±1	6	10	16	40	28	±1	3.7	±0.1
OCONUS	100	±1	7	12	17	40	24	±3	3.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	5	10	15	41	29	±2	3.8	±0.1
In Bargaining Unit	99	±1	8	11	17	39	25	±2	3.6	±0.1
DISABILITY										
No Disability	99	±1	6	10	16	41	27	±1	3.7	±0.1
Disability	99	±1	8	12	18	35	26	±2	3.6	±0.1
Targeted Disability	100	±1	8	12	17	36	26	±4	3.6	±0.1
Other Disability	99	±1	8	12	18	35	26	±3	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	6	10	16	40	27	±2	3.7	±0.1
Veteran	99	±1	7	11	16	39	27	±2	3.7	±0.1
10 Point, 30%	99	±1	7	13	16	36	28	±3	3.6	±0.1
10 Point, Not 30%	100	±1	6	10	15	39	29	±4	3.7	±0.1
5 Point	99	±1	7	11	16	40	26	±2	3.7	±0.1
No Preference	99	±1	7	10	15	39	28	±4	3.7	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	6	10	16	40	27	±1	3.7	±0.1
Non-Permanent	98	±2	6	9	15	37	33	±4	3.8	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	6	11	17	39	27	±2	3.7	±0.1
FERS	99	±1	6	10	16	40	27	±1	3.7	±0.1
Other Plan	99	±1	8	9	15	38	30	±4	3.7	±0.1
Not Eligible	99	±1	6	10	16	40	28	±2	3.7	±0.1
Optional Eligible	99	±1	6	11	16	40	27	±2	3.7	±0.1
Discontinued Service	99	±1	8	11	18	38	25	±3	3.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	7	9	14	39	31	±3	3.8	±0.1
30 to 39 Years Old	99	±1	6	10	16	41	26	±3	3.7	±0.1
40 to 49 Years Old	99	±1	6	10	16	41	27	±2	3.7	±0.1
50 to 59 Years Old	99	±1	7	11	17	39	27	±2	3.7	±0.1
60 Years Old or More	99	±1	6	11	16	38	28	±3	3.7	±0.1
6 Months to 4 Years of Service	100	±1	6	10	16	38	30	±3	3.8	±0.1
5 to 10 Years of Service	99	±1	7	11	16	40	26	±3	3.7	±0.1
11 to 20 Years of Service	99	±1	7	11	16	40	26	±2	3.7	±0.1
21 to 30 Years of Service	99	±1	6	10	16	41	27	±2	3.7	±0.1
More Than 30 Years of Service	99	±1	6	11	17	38	28	±2	3.7	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	6	10	16	41	26	±1	3.7	±0.1
Female	99	±1	6	11	16	39	28	±2	3.7	±0.1
Non-Hispanic White	99	±1	6	10	15	40	28	±1	3.7	±0.1
Total Minority	99	±1	8	10	18	39	25	±2	3.6	±0.1
Non-Hispanic Black	98	±1	8	10	18	40	24	±2	3.6	±0.1
Hispanic	99	±1	9	11	17	36	28	±3	3.6	±0.1
Non-Hispanic Asian	99	±1	7	8	20	43	22	±4	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

28. Overall, how satisfied are you with working for your organization?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	100	±1	3	9	15	50	23	±1	3.8	±0.1
Army	100	±1	2	9	13	51	25	±2	3.9	±0.1
Navy	100	±1	3	9	17	49	22	±2	3.8	±0.1
Marine Corps	100	±1	3	7	19	46	25	±5	3.8	±0.1
Air Force	100	±1	3	10	16	49	23	±2	3.8	±0.1
DoD Agencies/Field Activities	100	±1	3	10	16	48	23	±3	3.8	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	3	10	14	50	24	±1	3.8	±0.1
GS 1 to 4	100	±1	5	7	16	49	23	±4	3.8	±0.1
GS 5 to 8	100	±1	3	10	17	47	23	±2	3.8	±0.1
GS 9 to 12	100	±1	2	10	14	50	23	±2	3.8	±0.1
GS/GM 13 to 15	100	±1	2	9	13	52	24	±3	3.9	±0.1
SES	100	±0	1	7	7	40	44	±5	4.2	±0.1
Blue Collar Total	100	±1	3	8	18	48	22	±2	3.8	±0.1
WG 1 to 5	100	±1	3	10	20	42	24	±6	3.7	±0.2
WG 6 to 9	100	±1	4	6	18	44	26	±4	3.8	±0.1
WG 10 to 15	100	±1	3	10	19	50	18	±3	3.7	±0.1
WS/WL 1 to 19	100	±1	1	8	14	51	25	±5	3.9	±0.1
NSPS Pay Plans	100	±1	2	9	13	53	22	±3	3.8	±0.1
Demo/APS Pay Plans	100	±1	2	8	15	53	22	±2	3.8	±0.1
NSPS STATUS										
Spiral 1.1	100	±1	2	9	13	53	22	±3	3.8	±0.1
All Others	100	±1	3	9	15	50	23	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	2	10	15	53	20	±2	3.8	±0.1
Administrative	100	±1	2	10	13	50	26	±2	3.9	±0.1
Technical	100	±1	3	10	16	48	23	±2	3.8	±0.1
Clerical	100	±1	4	8	16	46	26	±3	3.8	±0.1
Other White Collar	100	±1	6	10	15	47	22	±4	3.7	±0.1
Blue Collar	100	±1	3	8	18	48	22	±2	3.8	±0.1
Scientists	100	±1	2	11	15	53	18	±4	3.7	±0.1
Engineers	100	±1	2	10	19	54	15	±3	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±0	2	9	13	51	25	±3	3.9	±0.1
Manager	100	±1	2	9	10	47	32	±4	4.0	±0.1
Wage Leader	100	±1	2	8	19	47	23	±6	3.8	±0.2
Wage Supervisor	100	±1	2	8	13	49	28	±6	3.9	±0.1
Team Leader	100	±1	3	10	15	52	21	±3	3.8	±0.1
Non-Supervisor	100	±0	3	9	16	49	22	±1	3.8	±0.1
EDUCATION										
No College	100	±1	3	6	15	49	27	±3	3.9	±0.1
Some College	100	±1	3	10	16	48	24	±2	3.8	±0.1
4-Year Degree	100	±1	2	10	15	53	19	±2	3.8	±0.1
Graduate/Professional Degree	100	±1	2	9	14	50	24	±2	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

28. Overall, how satisfied are you with working for your organization?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	100	±1	3	9	15	50	23	±1	3.8	±0.1
Other Than Full-Time	100	±1	4	5	14	51	27	±5	3.9	±0.1
CONUS	100	±1	3	9	15	50	23	±1	3.8	±0.1
OCONUS	100	±1	3	9	14	48	25	±4	3.8	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	100	±1	2	9	14	50	24	±2	3.8	±0.1
In Bargaining Unit	100	±1	3	10	16	49	22	±2	3.8	±0.1
DISABILITY										
No Disability	100	±1	2	9	15	51	23	±1	3.8	±0.1
Disability	100	±1	3	11	17	45	24	±2	3.7	±0.1
Targeted Disability	100	±0	4	11	18	43	24	±4	3.7	±0.1
Other Disability	100	±1	3	11	17	45	24	±3	3.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	3	9	15	51	22	±2	3.8	±0.1
Veteran	100	±1	3	10	15	48	24	±2	3.8	±0.1
10 Point, 30%	100	±1	3	11	13	46	26	±3	3.8	±0.1
10 Point, Not 30%	100	±1	2	8	15	46	29	±4	3.9	±0.1
5 Point	100	±1	3	10	16	49	23	±2	3.8	±0.1
No Preference	100	±1	2	9	14	49	26	±4	3.9	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	3	9	15	50	23	±1	3.8	±0.1
Non-Permanent	100	±1	2	7	12	50	29	±4	4.0	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	100	±1	3	10	16	49	23	±2	3.8	±0.1
FERS	100	±1	2	9	15	50	23	±1	3.8	±0.1
Other Plan	100	±1	4	7	14	48	27	±4	3.9	±0.1
Not Eligible	100	±1	2	9	15	51	22	±2	3.8	±0.1
Optional Eligible	100	±1	3	9	15	49	25	±2	3.8	±0.1
Discontinued Service	99	±1	3	11	16	49	21	±3	3.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	1	8	17	53	21	±3	3.8	±0.1
30 to 39 Years Old	100	±1	3	8	16	52	21	±3	3.8	±0.1
40 to 49 Years Old	100	±1	2	10	14	50	23	±2	3.8	±0.1
50 to 59 Years Old	100	±1	3	10	15	48	24	±2	3.8	±0.1
60 Years Old or More	100	±1	3	7	14	46	30	±3	3.9	±0.1
6 Months to 4 Years of Service	100	±1	2	7	14	53	24	±3	3.9	±0.1
5 to 10 Years of Service	100	±1	3	9	16	50	22	±3	3.8	±0.1
11 to 20 Years of Service	100	±1	3	10	16	50	22	±2	3.8	±0.1
21 to 30 Years of Service	100	±1	3	10	15	48	24	±2	3.8	±0.1
More Than 30 Years of Service	100	±1	2	9	15	49	25	±2	3.9	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	3	9	16	50	23	±1	3.8	±0.1
Female	100	±1	3	9	14	50	24	±2	3.8	±0.1
Non-Hispanic White	100	±1	2	9	15	50	23	±1	3.8	±0.1
Total Minority	100	±1	3	9	16	49	23	±2	3.8	±0.1
Non-Hispanic Black	100	±1	3	9	15	49	24	±2	3.8	±0.1
Hispanic	100	±1	3	9	15	47	26	±3	3.8	±0.1
Non-Hispanic Asian	100	±1	2	7	18	52	20	±4	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

29. Considering everything, how satisfied are you with your job?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	1	7	13	53	25	±1	3.9	±0.1
Army	99	±1	1	7	12	53	27	±2	4.0	±0.1
Navy	99	±1	2	7	14	53	25	±2	3.9	±0.1
Marine Corps	99	±2	2	4	14	52	28	±5	4.0	±0.1
Air Force	99	±1	1	7	14	53	25	±2	3.9	±0.1
DoD Agencies/Field Activities	99	±1	2	8	14	52	24	±3	3.9	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	1	8	13	52	26	±1	3.9	±0.1
GS 1 to 4	99	±1	4	8	16	48	25	±4	3.8	±0.1
GS 5 to 8	99	±1	2	9	15	50	24	±2	3.8	±0.1
GS 9 to 12	99	±1	1	8	12	54	25	±2	3.9	±0.1
GS/GM 13 to 15	99	±1	1	7	11	54	27	±3	4.0	±0.1
SES	99	±1	1	6	7	43	43	±5	4.2	±0.1
Blue Collar Total	98	±1	1	6	14	54	25	±2	4.0	±0.1
WG 1 to 5	98	±2	2	6	18	50	24	±6	3.9	±0.1
WG 6 to 9	98	±1	1	6	14	51	28	±4	4.0	±0.1
WG 10 to 15	98	±1	1	6	15	55	23	±3	3.9	±0.1
WS/WL 1 to 19	99	±2	0	7	12	54	27	±5	4.0	±0.1
NSPS Pay Plans	99	±1	1	8	12	55	24	±3	3.9	±0.1
Demo/APS Pay Plans	99	±1	1	7	13	55	23	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	8	12	55	24	±3	3.9	±0.1
All Others	99	±1	1	7	13	53	25	±1	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	1	8	13	55	22	±2	3.9	±0.1
Administrative	99	±1	1	8	11	53	28	±2	4.0	±0.1
Technical	99	±1	2	8	15	51	25	±2	3.9	±0.1
Clerical	99	±1	3	9	17	47	24	±3	3.8	±0.1
Other White Collar	99	±1	2	7	12	49	29	±4	4.0	±0.1
Blue Collar	98	±1	1	6	14	54	25	±2	4.0	±0.1
Scientists	99	±1	2	9	12	58	19	±4	3.9	±0.1
Engineers	99	±1	1	9	16	56	18	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	1	8	10	53	28	±3	4.0	±0.1
Manager	100	±1	1	7	7	50	35	±4	4.1	±0.1
Wage Leader	99	±2	0	8	14	51	27	±6	4.0	±0.2
Wage Supervisor	99	±1	1	6	11	53	29	±6	4.0	±0.1
Team Leader	99	±1	1	7	13	55	24	±3	3.9	±0.1
Non-Supervisor	99	±1	2	8	14	53	24	±1	3.9	±0.1
EDUCATION										
No College	98	±1	1	5	12	52	30	±3	4.0	±0.1
Some College	99	±1	1	7	13	52	26	±2	3.9	±0.1
4-Year Degree	99	±1	1	9	14	55	21	±2	3.8	±0.1
Graduate/Professional Degree	99	±1	2	8	13	52	26	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

29. Considering everything, how satisfied are you with your job?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	1	8	13	53	25	±1	3.9	±0.1
Other Than Full-Time	98	±2	3	4	17	48	28	±5	4.0	±0.1
CONUS	99	±1	1	8	13	53	25	±1	3.9	±0.1
OCONUS	99	±1	1	7	13	51	28	±4	4.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	8	12	53	26	±2	4.0	±0.1
In Bargaining Unit	99	±1	2	7	15	53	24	±2	3.9	±0.1
DISABILITY										
No Disability	99	±1	1	7	13	53	25	±1	3.9	±0.1
Disability	99	±1	2	8	15	50	25	±2	3.9	±0.1
Targeted Disability	99	±1	2	9	15	49	25	±4	3.9	±0.1
Other Disability	99	±1	2	8	14	50	25	±3	3.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	1	8	14	53	24	±2	3.9	±0.1
Veteran	99	±1	1	7	12	52	27	±2	4.0	±0.1
10 Point, 30%	99	±1	2	8	11	50	29	±3	4.0	±0.1
10 Point, Not 30%	99	±1	1	5	12	50	32	±4	4.1	±0.1
5 Point	99	±1	1	7	12	53	26	±2	4.0	±0.1
No Preference	100	±1	1	7	13	53	26	±4	4.0	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	1	8	13	53	25	±1	3.9	±0.1
Non-Permanent	98	±1	1	7	13	49	30	±4	4.0	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	1	7	13	52	26	±2	4.0	±0.1
FERS	99	±1	1	8	13	53	25	±1	3.9	±0.1
Other Plan	98	±1	2	7	13	49	28	±4	3.9	±0.1
Not Eligible	99	±1	1	8	14	53	23	±2	3.9	±0.1
Optional Eligible	99	±1	1	7	12	52	28	±2	4.0	±0.1
Discontinued Service	99	±1	2	7	15	51	24	±3	3.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	1	8	17	54	21	±3	3.8	±0.1
30 to 39 Years Old	99	±1	1	7	14	55	22	±3	3.9	±0.1
40 to 49 Years Old	99	±1	1	8	13	54	24	±2	3.9	±0.1
50 to 59 Years Old	99	±1	2	7	13	51	27	±2	3.9	±0.1
60 Years Old or More	98	±1	1	5	12	49	33	±3	4.1	±0.1
6 Months to 4 Years of Service	99	±1	1	7	14	54	23	±3	3.9	±0.1
5 to 10 Years of Service	99	±1	1	7	13	53	25	±3	3.9	±0.1
11 to 20 Years of Service	99	±1	1	9	14	53	23	±2	3.9	±0.1
21 to 30 Years of Service	99	±1	1	8	13	52	26	±2	3.9	±0.1
More Than 30 Years of Service	99	±1	1	6	12	51	30	±2	4.0	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	1	7	13	53	26	±1	3.9	±0.1
Female	99	±1	2	8	14	52	25	±2	3.9	±0.1
Non-Hispanic White	99	±1	1	8	13	53	25	±1	3.9	±0.1
Total Minority	99	±1	2	7	13	52	26	±2	3.9	±0.1
Non-Hispanic Black	99	±1	2	7	12	52	27	±2	4.0	±0.1
Hispanic	99	±1	2	8	12	49	30	±3	4.0	±0.1
Non-Hispanic Asian	99	±1	1	6	15	56	22	±4	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

30. Overall, how would you rate the current level of stress in your work life?

1. Much less than usual
2. Less than usual
3. About the same as usual
4. More than usual
5. Much more than usual

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Stress	
OVERALL AND COMPONENT										
Total DoD	100	±1	4	11	40	31	13	±1	3.4	±0.1
Army	100	±1	4	12	40	31	13	±2	3.4	±0.1
Navy	100	±1	3	11	41	32	13	±2	3.4	±0.1
Marine Corps	100	±1	4	12	41	31	11	±5	3.3	±0.1
Air Force	100	±1	3	11	41	32	13	±2	3.4	±0.1
DoD Agencies/Field Activities	99	±1	4	11	39	31	14	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	4	11	40	31	14	±1	3.4	±0.1
GS 1 to 4	100	±1	8	20	42	21	9	±4	3.0	±0.1
GS 5 to 8	100	±1	6	16	41	27	11	±2	3.2	±0.1
GS 9 to 12	100	±1	3	10	41	33	14	±2	3.5	±0.1
GS/GM 13 to 15	100	±1	1	5	36	38	19	±3	3.7	±0.1
SES	100	±0	2	2	30	38	29	±5	3.9	±0.1
Blue Collar Total	100	±1	5	13	43	29	10	±2	3.3	±0.1
WG 1 to 5	99	±1	6	18	46	23	8	±6	3.1	±0.1
WG 6 to 9	100	±1	8	17	42	24	9	±4	3.1	±0.1
WG 10 to 15	99	±1	3	12	45	30	9	±3	3.3	±0.1
WS/WL 1 to 19	100	±1	3	9	36	37	15	±5	3.5	±0.1
NSPS Pay Plans	100	±1	2	8	38	36	16	±3	3.5	±0.1
Demo/APS Pay Plans	100	±1	2	8	40	36	14	±2	3.5	±0.1
NSPS STATUS										
Spiral 1.1	100	±1	2	8	38	36	16	±3	3.5	±0.1
All Others	100	±1	4	11	40	31	13	±1	3.4	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	2	8	41	34	14	±2	3.5	±0.1
Administrative	100	±1	3	9	38	34	16	±2	3.5	±0.1
Technical	100	±1	5	13	42	29	12	±2	3.3	±0.1
Clerical	100	±1	8	19	42	22	9	±3	3.1	±0.1
Other White Collar	100	±1	4	13	38	31	14	±4	3.4	±0.1
Blue Collar	100	±1	5	14	43	29	10	±2	3.3	±0.1
Scientists	100	±1	1	7	36	40	16	±4	3.6	±0.1
Engineers	100	±1	1	7	42	34	15	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±0	2	8	33	39	18	±3	3.6	±0.1
Manager	100	±1	2	6	30	37	25	±4	3.8	±0.1
Wage Leader	100	±1	3	10	41	34	11	±7	3.4	±0.2
Wage Supervisor	99	±1	2	10	36	37	16	±6	3.5	±0.1
Team Leader	100	±1	2	7	37	37	17	±3	3.6	±0.1
Non-Supervisor	100	±1	4	13	43	28	11	±1	3.3	±0.1
EDUCATION										
No College	99	±1	6	13	43	28	11	±3	3.3	±0.1
Some College	100	±1	4	13	41	30	12	±2	3.3	±0.1
4-Year Degree	100	±1	2	10	40	33	14	±2	3.5	±0.1
Graduate/Professional Degree	100	±1	3	9	39	35	15	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

30. Overall, how would you rate the current level of stress in your work life?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Stress	
SCHEDULE/LOCATION										
Full-Time	100	±1	4	11	40	32	13	±1	3.4	±0.1
Other Than Full-Time	100	±1	7	20	47	19	7	±5	3.0	±0.1
CONUS	100	±1	4	11	41	31	13	±1	3.4	±0.1
OCONUS	100	±1	6	12	38	31	14	±3	3.4	±0.1
BARGAINING UNIT										
Not In Bargaining Unit	100	±1	3	11	39	32	14	±2	3.4	±0.1
In Bargaining Unit	100	±1	4	12	42	30	12	±2	3.3	±0.1
DISABILITY										
No Disability	100	±1	4	11	41	31	13	±1	3.4	±0.1
Disability	100	±1	4	11	38	31	16	±2	3.4	±0.1
Targeted Disability	100	±1	4	11	40	30	15	±4	3.4	±0.1
Other Disability	100	±1	5	11	37	31	16	±3	3.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	3	11	40	32	14	±2	3.4	±0.1
Veteran	100	±1	4	12	41	31	12	±2	3.4	±0.1
10 Point, 30%	100	±1	5	14	38	29	14	±3	3.3	±0.1
10 Point, Not 30%	100	±1	6	12	44	27	12	±4	3.3	±0.1
5 Point	100	±1	4	12	41	32	12	±2	3.4	±0.1
No Preference	100	±1	4	10	41	33	12	±4	3.4	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	3	11	40	32	14	±1	3.4	±0.1
Non-Permanent	100	±1	8	22	44	21	6	±4	3.0	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	100	±1	3	10	39	33	15	±2	3.5	±0.1
FERS	100	±1	4	12	41	31	13	±1	3.4	±0.1
Other Plan	100	±1	7	17	44	23	9	±4	3.1	±0.1
Not Eligible	100	±1	4	11	40	32	13	±2	3.4	±0.1
Optional Eligible	100	±1	4	12	41	31	13	±2	3.4	±0.1
Discontinued Service	99	±1	3	10	39	33	15	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	4	17	46	27	6	±3	3.1	±0.1
30 to 39 Years Old	100	±1	4	14	41	30	11	±3	3.3	±0.1
40 to 49 Years Old	100	±1	4	10	39	33	14	±2	3.4	±0.1
50 to 59 Years Old	100	±1	3	10	39	33	16	±2	3.5	±0.1
60 Years Old or More	99	±1	5	12	44	28	11	±3	3.3	±0.1
6 Months to 4 Years of Service	100	±1	6	17	45	25	7	±3	3.1	±0.1
5 to 10 Years of Service	100	±1	4	14	43	29	11	±3	3.3	±0.1
11 to 20 Years of Service	100	±1	3	11	39	33	14	±2	3.5	±0.1
21 to 30 Years of Service	100	±1	3	10	39	33	15	±2	3.5	±0.1
More Than 30 Years of Service	100	±1	3	9	41	33	14	±2	3.4	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	3	11	41	32	12	±1	3.4	±0.1
Female	100	±1	4	12	39	30	15	±2	3.4	±0.1
Non-Hispanic White	100	±1	3	10	40	33	14	±1	3.5	±0.1
Total Minority	100	±1	6	15	41	27	12	±2	3.2	±0.1
Non-Hispanic Black	100	±1	8	16	41	24	11	±2	3.1	±0.1
Hispanic	99	±1	5	15	39	28	12	±3	3.3	±0.1
Non-Hispanic Asian	99	±1	4	14	43	31	9	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

31. Overall, how would you rate the current level of stress in your personal life?

1. Much less than usual
2. Less than usual
3. About the same as usual
4. More than usual
5. Much more than usual

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Stress	
OVERALL AND COMPONENT										
Total DoD	99	±1	7	19	52	17	4	±1	2.9	±0.1
Army	99	±1	7	18	52	18	4	±2	2.9	±0.1
Navy	99	±1	7	20	53	15	4	±2	2.9	±0.1
Marine Corps	99	±1	8	22	49	14	6	±5	2.9	±0.1
Air Force	99	±1	7	19	53	17	5	±2	2.9	±0.1
DoD Agencies/Field Activities	99	±1	8	19	51	18	5	±3	2.9	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	8	19	52	17	5	±1	2.9	±0.1
GS 1 to 4	99	±2	14	20	40	20	6	±4	2.8	±0.1
GS 5 to 8	99	±1	10	21	47	17	5	±2	2.9	±0.1
GS 9 to 12	99	±1	7	19	53	17	4	±2	2.9	±0.1
GS/GM 13 to 15	99	±1	5	16	59	17	4	±3	3.0	±0.1
SES	99	±1	3	17	62	16	2	±5	3.0	±0.1
Blue Collar Total	99	±1	8	21	51	17	4	±2	2.9	±0.1
WG 1 to 5	98	±1	8	24	47	16	4	±6	2.8	±0.1
WG 6 to 9	98	±1	11	22	49	15	4	±4	2.8	±0.1
WG 10 to 15	99	±1	7	19	52	19	3	±3	2.9	±0.1
WS/WL 1 to 19	99	±1	6	20	55	15	4	±5	2.9	±0.1
NSPS Pay Plans	99	±1	6	19	56	15	4	±3	2.9	±0.1
Demo/APS Pay Plans	99	±1	5	15	57	19	4	±2	3.0	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	6	19	56	15	4	±3	2.9	±0.1
All Others	99	±1	7	19	52	17	4	±1	2.9	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	16	57	18	4	±2	3.0	±0.1
Administrative	99	±1	7	19	54	16	4	±2	2.9	±0.1
Technical	99	±1	10	20	48	18	5	±2	2.9	±0.1
Clerical	99	±1	12	20	43	19	6	±3	2.9	±0.1
Other White Collar	99	±1	9	20	51	16	5	±4	2.9	±0.1
Blue Collar	99	±1	8	21	51	17	4	±2	2.9	±0.1
Scientists	99	±1	4	16	57	17	5	±4	3.0	±0.1
Engineers	99	±1	3	16	59	19	3	±3	3.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	6	18	57	14	4	±3	2.9	±0.1
Manager	100	±1	7	21	55	15	3	±4	2.9	±0.1
Wage Leader	99	±1	7	18	51	18	5	±6	3.0	±0.2
Wage Supervisor	99	±1	7	21	53	15	4	±6	2.9	±0.1
Team Leader	99	±1	6	19	54	17	3	±3	2.9	±0.1
Non-Supervisor	99	±1	8	19	51	18	5	±1	2.9	±0.1
EDUCATION										
No College	98	±1	10	23	48	16	4	±3	2.8	±0.1
Some College	99	±1	8	20	51	16	5	±2	2.9	±0.1
4-Year Degree	99	±1	5	17	55	18	4	±2	3.0	±0.1
Graduate/Professional Degree	99	±1	6	17	55	18	4	±2	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

31. Overall, how would you rate the current level of stress in your personal life?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Stress	
SCHEDULE/LOCATION										
Full-Time	99	±1	7	19	52	17	4	±1	2.9	±0.1
Other Than Full-Time	99	±2	9	18	44	23	6	±6	3.0	±0.1
CONUS	99	±1	7	19	52	17	4	±1	2.9	±0.1
OCONUS	100	±1	8	19	51	17	4	±3	2.9	±0.1
BARGAINING UNIT										
Not In Bargaining Unit	99	±1	7	19	53	17	4	±2	2.9	±0.1
In Bargaining Unit	99	±1	8	19	51	17	5	±2	2.9	±0.1
DISABILITY										
No Disability	99	±1	7	19	53	17	4	±1	2.9	±0.1
Disability	99	±1	8	20	49	18	6	±2	2.9	±0.1
Targeted Disability	99	±1	9	18	50	17	6	±4	2.9	±0.1
Other Disability	99	±1	8	21	48	18	5	±3	2.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	7	18	52	17	5	±2	2.9	±0.1
Veteran	99	±1	7	20	52	17	4	±2	2.9	±0.1
10 Point, 30%	99	±1	10	21	49	16	5	±3	2.8	±0.1
10 Point, Not 30%	99	±1	8	21	50	18	4	±4	2.9	±0.1
5 Point	99	±1	7	20	53	17	4	±2	2.9	±0.1
No Preference	99	±1	6	18	56	16	4	±4	3.0	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	7	19	52	17	4	±1	2.9	±0.1
Non-Permanent	99	±1	9	21	46	19	5	±4	2.9	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	8	19	53	16	4	±2	2.9	±0.1
FERS	99	±1	7	19	52	17	4	±1	2.9	±0.1
Other Plan	99	±1	9	21	46	19	6	±4	2.9	±0.1
Not Eligible	99	±1	7	18	53	18	5	±2	3.0	±0.1
Optional Eligible	99	±1	8	20	52	16	4	±2	2.9	±0.1
Discontinued Service	99	±1	8	20	50	17	5	±3	2.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	6	17	50	21	5	±3	3.0	±0.1
30 to 39 Years Old	99	±1	6	17	52	20	4	±3	3.0	±0.1
40 to 49 Years Old	99	±1	6	19	53	18	4	±2	2.9	±0.1
50 to 59 Years Old	99	±1	8	20	52	15	4	±2	2.9	±0.1
60 Years Old or More	98	±1	12	22	50	13	3	±3	2.7	±0.1
6 Months to 4 Years of Service	99	±1	8	19	50	19	4	±3	2.9	±0.1
5 to 10 Years of Service	99	±1	8	19	50	18	5	±3	2.9	±0.1
11 to 20 Years of Service	99	±1	6	19	53	17	5	±2	2.9	±0.1
21 to 30 Years of Service	99	±1	8	19	53	17	4	±2	2.9	±0.1
More Than 30 Years of Service	99	±1	8	20	53	15	4	±2	2.9	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	6	19	54	17	4	±1	2.9	±0.1
Female	99	±1	10	19	48	18	5	±2	2.9	±0.1
Non-Hispanic White	99	±1	5	18	55	18	4	±1	3.0	±0.1
Total Minority	99	±1	13	23	46	15	4	±2	2.7	±0.1
Non-Hispanic Black	99	±1	15	24	44	14	3	±2	2.7	±0.1
Hispanic	99	±1	12	23	46	14	5	±3	2.8	±0.1
Non-Hispanic Asian	99	±1	11	21	49	16	4	±4	2.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

32. How satisfied are you with each of the following in your organization?

a. Management's support of quality of work life programs, such as telework and alternate work schedules

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	7	15	29	36	13	±1	3.3	±0.1
Army	99	±1	7	14	30	37	13	±2	3.3	±0.1
Navy	99	±1	8	16	30	34	11	±2	3.2	±0.1
Marine Corps	100	±1	10	16	31	32	11	±5	3.2	±0.1
Air Force	99	±1	8	15	30	35	13	±2	3.3	±0.1
DoD Agencies/Field Activities	99	±1	7	15	26	37	14	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	7	15	28	36	14	±1	3.3	±0.1
GS 1 to 4	99	±1	9	12	29	34	16	±4	3.4	±0.1
GS 5 to 8	99	±1	8	13	30	35	14	±2	3.3	±0.1
GS 9 to 12	99	±1	7	16	28	36	13	±2	3.3	±0.1
GS/GM 13 to 15	99	±1	8	16	25	37	13	±3	3.3	±0.1
SES	100	±0	4	9	29	37	21	±5	3.6	±0.1
Blue Collar Total	99	±1	8	16	33	34	9	±2	3.2	±0.1
WG 1 to 5	99	±1	11	16	34	29	11	±6	3.1	±0.2
WG 6 to 9	99	±1	9	15	32	33	11	±4	3.2	±0.1
WG 10 to 15	99	±1	9	17	32	35	7	±3	3.1	±0.1
WS/WL 1 to 19	100	±1	6	15	34	36	9	±5	3.3	±0.1
NSPS Pay Plans	99	±1	6	13	26	39	16	±3	3.5	±0.1
Demo/APS Pay Plans	99	±1	7	14	28	37	14	±2	3.4	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	6	13	26	39	16	±3	3.5	±0.1
All Others	99	±1	7	15	29	36	13	±1	3.3	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	7	15	29	36	13	±2	3.3	±0.1
Administrative	99	±1	7	15	27	36	14	±2	3.3	±0.1
Technical	99	±1	7	14	29	37	13	±2	3.3	±0.1
Clerical	99	±1	8	12	30	35	17	±3	3.4	±0.1
Other White Collar	99	±1	11	17	30	30	12	±4	3.1	±0.1
Blue Collar	99	±1	8	16	33	35	9	±2	3.2	±0.1
Scientists	99	±1	9	16	27	37	11	±4	3.3	±0.1
Engineers	99	±1	7	15	29	38	12	±3	3.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±1	6	15	27	40	11	±3	3.4	±0.1
Manager	99	±1	7	17	25	37	14	±4	3.3	±0.1
Wage Leader	100	±1	8	17	32	34	10	±6	3.2	±0.2
Wage Supervisor	99	±1	6	15	29	38	12	±6	3.4	±0.2
Team Leader	99	±1	8	16	28	35	13	±3	3.3	±0.1
Non-Supervisor	99	±1	8	15	30	35	13	±1	3.3	±0.1
EDUCATION										
No College	99	±1	6	12	30	38	14	±3	3.4	±0.1
Some College	99	±1	8	15	30	35	12	±2	3.3	±0.1
4-Year Degree	99	±1	7	16	28	37	12	±2	3.3	±0.1
Graduate/Professional Degree	99	±1	8	15	29	34	14	±2	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

32. How satisfied are you with each of the following in your organization?

a. Management's support of quality of work life programs, such as telework and alternate work schedules

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	7	15	29	36	12	±1	3.3	±0.1
Other Than Full-Time	99	±1	8	10	30	32	19	±5	3.4	±0.2
CONUS	99	±1	7	15	28	36	13	±1	3.3	±0.1
OCONUS	99	±1	9	13	38	30	10	±4	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	7	15	28	36	13	±2	3.3	±0.1
In Bargaining Unit	99	±1	8	15	30	35	12	±2	3.3	±0.1
DISABILITY										
No Disability	99	±1	7	15	29	36	13	±1	3.3	±0.1
Disability	99	±1	10	17	30	31	12	±2	3.2	±0.1
Targeted Disability	100	±1	10	16	30	32	12	±4	3.2	±0.1
Other Disability	99	±1	10	17	30	31	12	±3	3.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	7	15	28	36	13	±2	3.3	±0.1
Veteran	99	±1	7	15	31	35	12	±2	3.3	±0.1
10 Point, 30%	99	±1	9	15	31	33	13	±3	3.3	±0.1
10 Point, Not 30%	100	±1	7	14	31	34	15	±4	3.4	±0.1
5 Point	100	±1	7	15	31	35	11	±2	3.3	±0.1
No Preference	99	±1	8	14	29	37	12	±4	3.3	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	8	15	29	36	12	±1	3.3	±0.1
Non-Permanent	99	±1	5	12	30	35	19	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	8	15	28	37	13	±2	3.3	±0.1
FERS	99	±1	7	15	30	35	12	±1	3.3	±0.1
Other Plan	99	±1	7	11	29	34	19	±4	3.5	±0.1
Not Eligible	99	±1	7	15	29	35	13	±2	3.3	±0.1
Optional Eligible	99	±1	7	15	30	36	12	±2	3.3	±0.1
Discontinued Service	99	±1	9	16	29	35	11	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	6	13	29	36	16	±3	3.4	±0.1
30 to 39 Years Old	99	±1	8	16	29	36	12	±3	3.3	±0.1
40 to 49 Years Old	99	±1	8	15	29	35	13	±2	3.3	±0.1
50 to 59 Years Old	99	±1	8	16	30	35	12	±2	3.3	±0.1
60 Years Old or More	99	±1	6	11	29	40	14	±3	3.4	±0.1
6 Months to 4 Years of Service	99	±1	5	13	31	35	16	±3	3.4	±0.1
5 to 10 Years of Service	99	±1	8	15	29	35	12	±3	3.3	±0.1
11 to 20 Years of Service	99	±1	8	16	29	35	12	±2	3.3	±0.1
21 to 30 Years of Service	99	±1	8	16	29	35	13	±2	3.3	±0.1
More Than 30 Years of Service	99	±1	7	14	30	37	12	±2	3.4	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	7	15	30	36	11	±1	3.3	±0.1
Female	99	±1	8	15	28	34	15	±2	3.3	±0.1
Non-Hispanic White	99	±1	7	15	30	35	12	±1	3.3	±0.1
Total Minority	99	±1	8	14	28	37	14	±2	3.3	±0.1
Non-Hispanic Black	99	±1	8	14	26	38	14	±2	3.4	±0.1
Hispanic	99	±1	8	12	30	36	14	±3	3.3	±0.1
Non-Hispanic Asian	99	±1	5	13	28	41	13	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

32. How satisfied are you with each of the following in your organization?

b. Your supervisor's support of your need to be able to balance work and family issues

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	100	±1	3	6	17	43	31	±1	3.9	±0.1
Army	100	±1	3	6	16	43	32	±2	3.9	±0.1
Navy	100	±1	3	5	19	44	29	±2	3.9	±0.1
Marine Corps	100	±1	4	9	17	41	30	±5	3.8	±0.2
Air Force	100	±1	3	6	16	44	30	±2	3.9	±0.1
DoD Agencies/Field Activities	99	±1	3	7	16	42	32	±3	3.9	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	3	6	16	43	32	±1	4.0	±0.1
GS 1 to 4	100	±1	5	8	17	40	31	±4	3.8	±0.1
GS 5 to 8	100	±1	4	6	16	41	32	±2	3.9	±0.1
GS 9 to 12	100	±1	3	5	16	44	33	±2	4.0	±0.1
GS/GM 13 to 15	99	±1	2	6	15	44	33	±3	4.0	±0.1
SES	100	±0	2	6	18	40	34	±5	4.0	±0.1
Blue Collar Total	99	±1	4	7	20	44	25	±2	3.8	±0.1
WG 1 to 5	100	±1	8	8	22	38	25	±6	3.7	±0.2
WG 6 to 9	100	±1	4	8	21	40	27	±4	3.8	±0.1
WG 10 to 15	99	±1	4	7	19	47	23	±3	3.8	±0.1
WS/WL 1 to 19	99	±1	2	6	20	47	24	±5	3.9	±0.1
NSPS Pay Plans	100	±1	3	5	14	45	34	±3	4.0	±0.1
Demo/APS Pay Plans	100	±1	2	4	16	46	31	±2	4.0	±0.1
NSPS STATUS										
Spiral 1.1	100	±1	3	5	14	45	34	±3	4.0	±0.1
All Others	100	±1	3	6	17	43	31	±1	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	2	6	16	45	31	±2	4.0	±0.1
Administrative	99	±1	3	5	15	44	34	±2	4.0	±0.1
Technical	100	±1	3	5	17	43	31	±2	3.9	±0.1
Clerical	100	±1	3	6	16	38	37	±3	4.0	±0.1
Other White Collar	100	±1	8	10	17	39	27	±4	3.7	±0.1
Blue Collar	99	±1	4	7	20	44	25	±2	3.8	±0.1
Scientists	99	±1	2	6	17	42	32	±4	4.0	±0.1
Engineers	100	±1	3	5	16	47	29	±3	3.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±1	3	6	15	45	32	±3	4.0	±0.1
Manager	100	±1	2	6	16	42	34	±4	4.0	±0.1
Wage Leader	99	±2	3	7	19	46	24	±6	3.8	±0.2
Wage Supervisor	100	±1	2	6	20	46	26	±6	3.9	±0.1
Team Leader	100	±1	3	6	16	45	30	±3	3.9	±0.1
Non-Supervisor	100	±1	3	6	17	43	31	±1	3.9	±0.1
EDUCATION										
No College	99	±1	3	6	16	45	30	±3	3.9	±0.1
Some College	100	±1	4	6	17	43	31	±2	3.9	±0.1
4-Year Degree	100	±1	3	6	16	45	31	±2	4.0	±0.1
Graduate/Professional Degree	100	±1	3	6	17	43	32	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

32. How satisfied are you with each of the following in your organization?
b. Your supervisor's support of your need to be able to balance work and family issues

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	100	±1	3	6	17	44	31	±1	3.9	±0.1
Other Than Full-Time	100	±1	5	7	19	36	33	±5	3.8	±0.2
CONUS	99	±1	3	6	16	43	31	±1	3.9	±0.1
OCONUS	100	±1	4	7	20	43	26	±4	3.8	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	100	±1	3	5	16	44	32	±2	4.0	±0.1
In Bargaining Unit	99	±1	4	6	18	43	29	±2	3.9	±0.1
DISABILITY										
No Disability	99	±1	3	6	16	44	31	±1	3.9	±0.1
Disability	100	±1	5	7	19	41	29	±2	3.8	±0.1
Targeted Disability	100	±1	5	6	19	40	29	±4	3.8	±0.1
Other Disability	100	±1	5	8	19	41	28	±3	3.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	3	6	16	43	32	±2	3.9	±0.1
Veteran	100	±1	3	6	17	44	30	±2	3.9	±0.1
10 Point, 30%	99	±1	4	6	17	42	31	±3	3.9	±0.1
10 Point, Not 30%	100	±1	4	5	17	40	34	±4	3.9	±0.1
5 Point	100	±1	3	6	18	44	29	±2	3.9	±0.1
No Preference	99	±1	3	5	15	46	31	±4	4.0	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	3	6	17	44	31	±1	3.9	±0.1
Non-Permanent	100	±1	3	6	17	40	34	±4	3.9	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	3	6	17	44	30	±2	3.9	±0.1
FERS	100	±1	3	6	16	43	31	±1	3.9	±0.1
Other Plan	99	±1	4	5	19	40	32	±4	3.9	±0.1
Not Eligible	100	±1	3	6	16	43	32	±2	4.0	±0.1
Optional Eligible	100	±1	3	6	17	43	30	±2	3.9	±0.1
Discontinued Service	99	±1	4	6	17	45	27	±3	3.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	3	4	16	40	35	±3	4.0	±0.1
30 to 39 Years Old	100	±1	3	7	14	43	32	±3	3.9	±0.1
40 to 49 Years Old	100	±1	3	6	16	44	31	±2	3.9	±0.1
50 to 59 Years Old	99	±1	3	6	18	44	29	±2	3.9	±0.1
60 Years Old or More	99	±1	3	5	17	43	32	±3	4.0	±0.1
6 Months to 4 Years of Service	100	±1	3	6	18	40	33	±3	3.9	±0.1
5 to 10 Years of Service	100	±1	4	5	16	42	32	±3	3.9	±0.1
11 to 20 Years of Service	100	±1	4	6	16	43	31	±2	3.9	±0.1
21 to 30 Years of Service	99	±1	3	6	17	44	30	±2	3.9	±0.1
More Than 30 Years of Service	99	±1	3	5	18	45	30	±2	3.9	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	3	6	17	45	29	±1	3.9	±0.1
Female	99	±1	3	6	15	41	34	±2	4.0	±0.1
Non-Hispanic White	100	±1	3	6	17	43	32	±1	4.0	±0.1
Total Minority	99	±1	4	6	17	43	29	±2	3.9	±0.1
Non-Hispanic Black	99	±1	4	7	17	43	29	±2	3.9	±0.1
Hispanic	99	±1	4	6	17	41	33	±3	3.9	±0.1
Non-Hispanic Asian	100	±1	4	6	18	50	23	±4	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

32. How satisfied are you with each of the following in your organization?

c. Overall family flexible programs offered by your organization

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	5	10	34	36	15	±1	3.5	±0.1
Army	99	±1	5	10	34	36	15	±2	3.5	±0.1
Navy	99	±1	6	11	35	36	13	±2	3.4	±0.1
Marine Corps	100	±1	7	11	36	34	13	±5	3.3	±0.1
Air Force	99	±1	5	10	35	36	14	±2	3.4	±0.1
DoD Agencies/Field Activities	98	±1	4	9	30	38	18	±3	3.6	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	5	10	33	36	16	±1	3.5	±0.1
GS 1 to 4	99	±2	8	9	32	34	17	±4	3.4	±0.1
GS 5 to 8	99	±1	7	10	34	34	16	±2	3.4	±0.1
GS 9 to 12	99	±1	5	9	34	37	15	±2	3.5	±0.1
GS/GM 13 to 15	99	±1	4	11	31	38	16	±3	3.5	±0.1
SES	100	±1	3	8	35	35	19	±5	3.6	±0.1
Blue Collar Total	99	±1	6	12	35	35	11	±2	3.3	±0.1
WG 1 to 5	99	±1	8	11	36	33	12	±6	3.3	±0.2
WG 6 to 9	99	±1	6	11	33	35	14	±4	3.4	±0.1
WG 10 to 15	99	±1	7	12	36	35	10	±3	3.3	±0.1
WS/WL 1 to 19	99	±1	4	10	38	38	11	±5	3.4	±0.1
NSPS Pay Plans	99	±1	3	9	31	40	18	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	3	9	34	38	16	±2	3.5	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	3	9	31	40	18	±3	3.6	±0.1
All Others	99	±1	5	10	34	36	15	±1	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	4	9	34	38	15	±2	3.5	±0.1
Administrative	99	±1	4	10	33	37	16	±2	3.5	±0.1
Technical	99	±1	5	9	34	37	15	±2	3.5	±0.1
Clerical	99	±1	6	9	34	32	20	±3	3.5	±0.1
Other White Collar	99	±1	10	14	34	28	13	±4	3.2	±0.1
Blue Collar	99	±1	6	12	35	35	12	±2	3.3	±0.1
Scientists	99	±1	3	12	34	37	14	±4	3.5	±0.1
Engineers	99	±1	4	9	33	40	14	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	4	11	32	39	14	±3	3.5	±0.1
Manager	99	±1	4	12	29	37	17	±4	3.5	±0.1
Wage Leader	99	±2	5	11	38	34	12	±7	3.4	±0.2
Wage Supervisor	99	±1	5	10	30	40	15	±6	3.5	±0.2
Team Leader	99	±1	6	11	32	35	16	±3	3.4	±0.1
Non-Supervisor	99	±1	5	9	35	36	15	±1	3.4	±0.1
EDUCATION										
No College	98	±1	5	9	33	37	16	±3	3.5	±0.1
Some College	99	±1	6	10	35	35	15	±2	3.4	±0.1
4-Year Degree	99	±1	5	11	32	38	15	±2	3.5	±0.1
Graduate/Professional Degree	99	±1	5	9	36	36	15	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

32. How satisfied are you with each of the following in your organization?
c. Overall family flexible programs offered by your organization

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	5	10	34	36	15	±1	3.5	±0.1
Other Than Full-Time	98	±2	6	9	34	30	20	±6	3.5	±0.2
CONUS	99	±1	5	10	33	36	15	±1	3.5	±0.1
OCONUS	99	±1	6	10	38	33	12	±4	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	5	10	34	37	15	±2	3.5	±0.1
In Bargaining Unit	99	±1	6	10	34	36	14	±2	3.4	±0.1
DISABILITY										
No Disability	99	±1	5	10	33	37	15	±1	3.5	±0.1
Disability	99	±1	8	11	36	32	13	±2	3.3	±0.1
Targeted Disability	100	±1	8	11	35	33	14	±4	3.3	±0.1
Other Disability	99	±1	8	12	36	31	13	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	5	10	33	37	16	±2	3.5	±0.1
Veteran	99	±1	5	10	35	35	14	±2	3.4	±0.1
10 Point, 30%	99	±1	7	11	35	33	14	±3	3.4	±0.1
10 Point, Not 30%	99	±1	5	8	36	33	17	±4	3.5	±0.1
5 Point	99	±1	5	11	35	36	13	±2	3.4	±0.1
No Preference	99	±1	5	11	33	35	15	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	5	10	34	36	15	±1	3.5	±0.1
Non-Permanent	99	±2	4	8	37	33	18	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	5	10	33	38	16	±2	3.5	±0.1
FERS	99	±1	5	10	34	36	14	±1	3.4	±0.1
Other Plan	98	±2	6	9	35	32	18	±4	3.5	±0.1
Not Eligible	99	±1	5	10	34	36	16	±2	3.5	±0.1
Optional Eligible	99	±1	5	10	34	37	14	±2	3.4	±0.1
Discontinued Service	98	±1	6	11	34	36	13	±3	3.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	4	8	35	35	18	±3	3.5	±0.1
30 to 39 Years Old	99	±1	6	12	34	35	14	±3	3.4	±0.1
40 to 49 Years Old	99	±1	6	11	33	36	15	±2	3.4	±0.1
50 to 59 Years Old	99	±1	5	10	34	36	15	±2	3.5	±0.1
60 Years Old or More	99	±1	4	7	33	40	17	±3	3.6	±0.1
6 Months to 4 Years of Service	99	±1	4	9	35	35	16	±3	3.5	±0.1
5 to 10 Years of Service	99	±1	7	10	34	34	15	±3	3.4	±0.1
11 to 20 Years of Service	99	±1	6	11	33	36	15	±2	3.4	±0.1
21 to 30 Years of Service	99	±1	5	11	33	36	15	±2	3.4	±0.1
More Than 30 Years of Service	99	±1	4	8	35	38	15	±2	3.5	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	5	10	35	37	14	±1	3.4	±0.1
Female	99	±1	6	10	33	35	17	±2	3.5	±0.1
Non-Hispanic White	99	±1	5	10	34	36	15	±1	3.5	±0.1
Total Minority	99	±1	6	11	32	36	15	±2	3.4	±0.1
Non-Hispanic Black	98	±1	5	11	31	37	15	±2	3.5	±0.1
Hispanic	99	±1	6	11	33	34	16	±3	3.4	±0.1
Non-Hispanic Asian	99	±1	6	8	32	42	13	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

33. Overall, how satisfied are you with the quality of your work life?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	100	±1	2	10	18	54	16	±1	3.7	±0.1
Army	100	±1	2	10	16	55	16	±2	3.7	±0.1
Navy	100	±1	3	11	19	52	15	±2	3.7	±0.1
Marine Corps	100	±1	2	9	19	50	19	±5	3.8	±0.1
Air Force	100	±1	3	10	18	54	15	±2	3.7	±0.1
DoD Agencies/Field Activities	100	±1	2	11	17	53	16	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	2	11	17	54	16	±1	3.7	±0.1
GS 1 to 4	100	±1	4	9	17	51	19	±4	3.7	±0.1
GS 5 to 8	100	±1	3	10	19	51	17	±2	3.7	±0.1
GS 9 to 12	100	±1	2	11	17	55	16	±2	3.7	±0.1
GS/GM 13 to 15	100	±1	1	11	16	56	15	±3	3.7	±0.1
SES	100	±0	2	13	12	52	21	±5	3.8	±0.1
Blue Collar Total	100	±1	2	10	19	53	15	±2	3.7	±0.1
WG 1 to 5	100	±0	2	10	23	48	17	±6	3.7	±0.1
WG 6 to 9	100	±1	3	11	18	51	17	±4	3.7	±0.1
WG 10 to 15	100	±1	2	11	21	54	12	±3	3.6	±0.1
WS/WL 1 to 19	100	±1	2	10	16	57	15	±5	3.7	±0.1
NSPS Pay Plans	100	±1	2	12	16	55	15	±3	3.7	±0.1
Demo/APS Pay Plans	100	±1	2	10	17	57	14	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	100	±1	2	12	16	55	15	±3	3.7	±0.1
All Others	100	±1	2	10	18	54	16	±1	3.7	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	2	11	18	55	14	±2	3.7	±0.1
Administrative	100	±1	2	11	15	55	16	±2	3.7	±0.1
Technical	100	±1	2	9	19	53	16	±2	3.7	±0.1
Clerical	100	±1	3	10	18	50	19	±3	3.7	±0.1
Other White Collar	100	±1	4	13	18	48	16	±4	3.6	±0.1
Blue Collar	100	±1	2	10	19	53	15	±2	3.7	±0.1
Scientists	100	±1	2	13	18	55	12	±4	3.6	±0.1
Engineers	100	±1	2	11	21	56	10	±3	3.6	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±1	2	10	16	56	15	±3	3.7	±0.1
Manager	100	±1	2	10	13	54	20	±4	3.8	±0.1
Wage Leader	100	±0	2	11	18	54	16	±6	3.7	±0.2
Wage Supervisor	100	±1	3	10	14	57	17	±6	3.7	±0.1
Team Leader	100	±1	2	11	18	55	14	±3	3.7	±0.1
Non-Supervisor	100	±0	2	10	18	53	16	±1	3.7	±0.1
EDUCATION										
No College	100	±1	2	8	16	55	19	±3	3.8	±0.1
Some College	100	±1	3	10	18	53	16	±2	3.7	±0.1
4-Year Degree	100	±1	2	12	19	54	13	±2	3.6	±0.1
Graduate/Professional Degree	100	±1	2	11	16	55	16	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

33. Overall, how satisfied are you with the quality of your work life?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	100	±1	2	11	18	54	15	±1	3.7	±0.1
Other Than Full-Time	100	±1	3	7	16	53	21	±5	3.8	±0.1
CONUS	100	±1	2	10	18	54	16	±1	3.7	±0.1
OCONUS	100	±0	3	11	16	54	15	±4	3.7	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	100	±1	2	10	17	55	16	±2	3.7	±0.1
In Bargaining Unit	100	±1	3	10	19	53	15	±2	3.7	±0.1
DISABILITY										
No Disability	100	±1	2	10	17	55	16	±1	3.7	±0.1
Disability	100	±1	3	12	19	50	15	±2	3.6	±0.1
Targeted Disability	100	±1	3	13	20	48	17	±4	3.6	±0.1
Other Disability	100	±1	3	12	19	52	14	±3	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	2	11	18	53	15	±2	3.7	±0.1
Veteran	100	±1	2	10	17	55	16	±2	3.7	±0.1
10 Point, 30%	100	±1	3	12	16	53	17	±3	3.7	±0.1
10 Point, Not 30%	100	±1	2	8	16	55	19	±4	3.8	±0.1
5 Point	100	±1	2	11	17	55	15	±2	3.7	±0.1
No Preference	100	±1	2	10	17	54	18	±4	3.8	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	2	11	17	54	15	±1	3.7	±0.1
Non-Permanent	100	±1	2	7	19	52	20	±4	3.8	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	100	±1	2	11	18	53	16	±2	3.7	±0.1
FERS	100	±1	2	10	18	54	15	±1	3.7	±0.1
Other Plan	100	±1	3	9	16	51	20	±4	3.8	±0.1
Not Eligible	100	±1	2	11	18	53	16	±2	3.7	±0.1
Optional Eligible	100	±1	2	10	17	55	16	±2	3.7	±0.1
Discontinued Service	99	±1	3	12	18	54	13	±3	3.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	1	9	20	54	15	±3	3.7	±0.1
30 to 39 Years Old	100	±1	2	10	19	55	14	±3	3.7	±0.1
40 to 49 Years Old	100	±1	3	11	17	54	15	±2	3.7	±0.1
50 to 59 Years Old	100	±1	3	11	17	53	16	±2	3.7	±0.1
60 Years Old or More	100	±1	2	9	16	52	21	±3	3.8	±0.1
6 Months to 4 Years of Service	100	±1	2	8	19	54	17	±3	3.8	±0.1
5 to 10 Years of Service	100	±1	2	12	18	53	15	±3	3.7	±0.1
11 to 20 Years of Service	100	±1	3	11	17	55	14	±2	3.7	±0.1
21 to 30 Years of Service	100	±1	3	11	18	53	16	±2	3.7	±0.1
More Than 30 Years of Service	100	±1	2	10	16	55	17	±2	3.7	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	2	10	18	55	15	±1	3.7	±0.1
Female	100	±1	3	11	17	53	17	±2	3.7	±0.1
Non-Hispanic White	100	±1	2	11	18	54	15	±1	3.7	±0.1
Total Minority	100	±1	2	10	17	54	17	±2	3.7	±0.1
Non-Hispanic Black	100	±1	2	9	16	55	18	±2	3.8	±0.1
Hispanic	100	±1	2	10	16	53	18	±3	3.8	±0.1
Non-Hispanic Asian	100	±1	2	8	20	56	13	±4	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

34. Indicate the extent to which you agree or disagree with the following statements.

a. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Do not know

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
OVERALL AND COMPONENT											
Total DoD	99	±1	5	11	25	46	12	2	±1	3.5	±0.1
Army	99	±1	5	12	23	46	12	2	±2	3.5	±0.1
Navy	99	±1	6	12	26	45	10	2	±2	3.4	±0.1
Marine Corps	100	±1	6	12	26	43	11	2	±5	3.4	±0.1
Air Force	99	±1	5	11	25	46	11	2	±2	3.5	±0.1
DoD Agencies/Field Activities	99	±1	4	10	24	46	13	2	±3	3.5	±0.1
PAY PLAN/GRADE											
White Collar Total	99	±1	5	11	24	46	13	2	±1	3.5	±0.1
GS 1 to 4	100	±1	6	11	24	40	15	5	±4	3.5	±0.1
GS 5 to 8	99	±1	5	10	25	44	13	3	±2	3.5	±0.1
GS 9 to 12	99	±1	5	11	24	47	11	2	±2	3.5	±0.1
GS/GM 13 to 15	100	±1	5	13	21	46	14	1	±3	3.5	±0.1
SES	100	±0	3	6	11	51	29	0	±5	4.0	±0.1
Blue Collar Total	99	±1	6	12	29	43	9	2	±2	3.4	±0.1
WG 1 to 5	98	±2	6	14	30	38	9	3	±6	3.3	±0.2
WG 6 to 9	99	±1	7	10	27	42	11	2	±4	3.4	±0.1
WG 10 to 15	99	±1	6	13	32	41	6	2	±3	3.3	±0.1
WS/WL 1 to 19	100	±1	4	12	24	49	10	0	±5	3.5	±0.1
NSPS Pay Plans	99	±1	3	8	21	53	14	1	±3	3.7	±0.1
Demo/APS Pay Plans	100	±1	4	11	23	50	10	2	±2	3.5	±0.1
NSPS STATUS											
Spiral 1.1	99	±1	3	8	21	53	14	1	±3	3.7	±0.1
All Others	99	±1	5	11	25	45	12	2	±1	3.5	±0.1
OCCUPATIONAL GROUPS											
Professional	100	±1	5	12	23	49	10	2	±2	3.5	±0.1
Administrative	99	±1	5	11	22	46	14	1	±2	3.5	±0.1
Technical	99	±1	4	11	26	44	11	2	±2	3.5	±0.1
Clerical	99	±1	4	7	24	45	16	3	±3	3.6	±0.1
Other White Collar	100	±1	10	13	23	40	13	1	±4	3.3	±0.1
Blue Collar	99	±1	6	12	28	43	9	2	±2	3.4	±0.1
Scientists	100	±1	6	14	25	45	7	3	±4	3.4	±0.1
Engineers	100	±1	6	13	26	46	8	2	±3	3.4	±0.1
SUPERVISOR/MANAGER											
Supervisor	100	±1	4	10	22	49	13	1	±3	3.6	±0.1
Manager	100	±1	4	10	15	52	19	0	±4	3.7	±0.1
Wage Leader	100	±1	7	12	20	47	11	3	±6	3.4	±0.2
Wage Supervisor	100	±1	4	11	26	47	11	0	±6	3.5	±0.1
Team Leader	99	±1	6	14	23	45	12	1	±3	3.4	±0.1
Non-Supervisor	99	±1	5	11	26	44	11	2	±1	3.5	±0.1
EDUCATION											
No College	99	±1	5	11	26	44	12	2	±3	3.5	±0.1
Some College	99	±1	5	11	26	45	11	2	±2	3.5	±0.1
4-Year Degree	99	±1	5	11	23	47	11	2	±2	3.5	±0.1
Graduate/Professional Degree	99	±1	5	12	21	47	13	2	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

34. Indicate the extent to which you agree or disagree with the following statements.

a. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	Percent Responding		Percentages						Max ME	Average Agreement	
			1	2	3	4	5	6			
SCHEDULE/LOCATION											
Full-Time	99	±1	5	11	25	46	11	2	±1	3.5	±0.1
Other Than Full-Time	99	±2	4	8	24	43	17	4	±5	3.6	±0.1
CONUS	99	±1	5	11	24	46	11	2	±1	3.5	±0.1
OCONUS	99	±1	6	10	25	43	13	2	±4	3.5	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	99	±1	4	11	24	47	13	2	±2	3.5	±0.1
In Bargaining Unit	99	±1	6	11	26	44	10	2	±2	3.4	±0.1
DISABILITY											
No Disability	99	±1	5	11	24	46	11	2	±1	3.5	±0.1
Disability	99	±1	7	13	25	41	12	2	±2	3.4	±0.1
Targeted Disability	100	±1	7	13	25	41	12	1	±4	3.4	±0.1
Other Disability	99	±1	7	13	25	41	12	2	±3	3.4	±0.1
VETERAN/PREFERENCE											
Non-Veteran	99	±1	5	11	25	46	11	2	±2	3.5	±0.1
Veteran	99	±1	6	12	24	45	12	2	±2	3.5	±0.1
10 Point, 30%	99	±1	7	11	23	43	13	2	±3	3.4	±0.1
10 Point, Not 30%	100	±1	5	11	24	43	14	2	±4	3.5	±0.1
5 Point	100	±1	6	12	25	45	11	1	±2	3.4	±0.1
No Preference	99	±1	4	12	23	44	14	2	±4	3.5	±0.1
TYPE OF APPOINTMENT											
Permanent	99	±1	5	11	25	46	11	2	±1	3.5	±0.1
Non-Permanent	99	±1	3	11	23	43	17	3	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	99	±1	5	12	25	46	11	2	±2	3.5	±0.1
FERS	99	±1	5	11	25	46	12	2	±1	3.5	±0.1
Other Plan	99	±2	5	11	21	44	15	3	±4	3.6	±0.1
Not Eligible	99	±1	5	12	24	45	12	2	±2	3.5	±0.1
Optional Eligible	100	±1	5	11	25	46	11	2	±2	3.5	±0.1
Discontinued Service	99	±1	6	12	27	44	10	2	±3	3.4	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	99	±1	3	11	23	48	13	3	±3	3.6	±0.1
30 to 39 Years Old	100	±1	5	11	24	46	12	2	±3	3.5	±0.1
40 to 49 Years Old	99	±1	5	11	25	45	11	2	±2	3.5	±0.1
50 to 59 Years Old	99	±1	6	12	24	45	11	2	±2	3.5	±0.1
60 Years Old or More	99	±1	4	10	26	45	13	2	±3	3.5	±0.1
6 Months to 4 Years of Service	99	±1	3	10	23	47	14	2	±3	3.6	±0.1
5 to 10 Years of Service	99	±1	6	11	24	45	13	2	±3	3.5	±0.1
11 to 20 Years of Service	99	±1	5	12	26	45	10	2	±2	3.4	±0.1
21 to 30 Years of Service	99	±1	5	12	24	45	11	2	±2	3.5	±0.1
More Than 30 Years of Service	99	±1	5	11	25	46	12	1	±2	3.5	±0.1
GENDER & RACE/ETHNICITY											
Male	99	±1	5	12	25	45	11	2	±1	3.4	±0.1
Female	99	±1	4	10	24	46	13	2	±2	3.5	±0.1
Non-Hispanic White	99	±1	5	11	24	46	11	2	±1	3.5	±0.1
Total Minority	99	±1	6	11	25	45	12	2	±2	3.5	±0.1
Non-Hispanic Black	99	±1	5	10	25	46	12	2	±2	3.5	±0.1
Hispanic	99	±1	6	12	25	42	13	2	±3	3.4	±0.1
Non-Hispanic Asian	99	±1	6	8	23	48	12	3	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

34. Indicate the extent to which you agree or disagree with the following statements.

b. Managers/supervisors/team leaders work well with employees of different backgrounds.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Do not know

	Percent Responding		Percentages						Max ME	Average Agreement	
			1	2	3	4	5	6			
OVERALL AND COMPONENT											
Total DoD	100	±1	5	11	21	47	15	1	±1	3.6	±0.1
Army	100	±1	5	11	20	48	16	1	±2	3.6	±0.1
Navy	100	±1	5	11	22	47	13	1	±2	3.5	±0.1
Marine Corps	100	±1	7	12	21	43	16	1	±5	3.5	±0.2
Air Force	100	±1	6	10	21	47	15	1	±2	3.5	±0.1
DoD Agencies/Field Activities	99	±1	6	10	21	48	15	1	±3	3.6	±0.1
PAY PLAN/GRADE											
White Collar Total	100	±1	5	10	20	48	16	1	±1	3.6	±0.1
GS 1 to 4	100	±1	8	9	21	42	19	2	±4	3.5	±0.1
GS 5 to 8	100	±1	6	10	21	44	17	1	±2	3.6	±0.1
GS 9 to 12	99	±1	5	11	21	48	14	1	±2	3.6	±0.1
GS/GM 13 to 15	99	±1	3	8	17	54	17	0	±3	3.7	±0.1
SES	100	±0	1	4	9	52	33	1	±5	4.1	±0.1
Blue Collar Total	100	±1	8	13	24	43	11	1	±2	3.4	±0.1
WG 1 to 5	100	±1	11	14	26	36	10	2	±6	3.2	±0.2
WG 6 to 9	99	±1	10	13	23	42	12	1	±4	3.3	±0.1
WG 10 to 15	99	±1	7	16	26	42	8	1	±3	3.3	±0.1
WS/WL 1 to 19	100	±1	3	9	21	53	14	0	±5	3.7	±0.1
NSPS Pay Plans	99	±1	3	9	18	53	16	1	±3	3.7	±0.1
Demo/APS Pay Plans	100	±1	3	8	20	51	16	2	±2	3.7	±0.1
NSPS STATUS											
Spiral 1.1	99	±1	3	9	18	53	16	1	±3	3.7	±0.1
All Others	100	±1	6	11	21	47	15	1	±1	3.6	±0.1
OCCUPATIONAL GROUPS											
Professional	100	±1	4	9	20	52	13	1	±2	3.6	±0.1
Administrative	99	±1	5	10	19	49	17	1	±2	3.6	±0.1
Technical	100	±1	6	11	23	45	15	1	±2	3.5	±0.1
Clerical	100	±1	6	8	20	44	20	1	±3	3.7	±0.1
Other White Collar	100	±1	10	13	18	43	15	1	±4	3.4	±0.1
Blue Collar	99	±1	8	13	24	44	11	1	±2	3.4	±0.1
Scientists	100	±1	6	8	20	52	12	2	±4	3.6	±0.1
Engineers	100	±1	4	9	22	52	12	1	±3	3.6	±0.1
SUPERVISOR/MANAGER											
Supervisor	100	±1	4	9	17	52	17	1	±3	3.7	±0.1
Manager	100	±1	3	8	13	55	21	0	±4	3.8	±0.1
Wage Leader	100	±0	5	8	24	49	13	0	±6	3.6	±0.2
Wage Supervisor	100	±1	4	9	19	53	15	0	±6	3.7	±0.1
Team Leader	100	±1	5	9	21	50	15	1	±3	3.6	±0.1
Non-Supervisor	100	±1	6	11	22	45	14	1	±1	3.5	±0.1
EDUCATION											
No College	99	±1	7	10	22	45	15	1	±3	3.5	±0.1
Some College	100	±1	6	12	22	45	14	1	±2	3.5	±0.1
4-Year Degree	99	±1	5	9	20	51	14	1	±2	3.6	±0.1
Graduate/Professional Degree	100	±1	4	10	19	49	17	1	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

34. Indicate the extent to which you agree or disagree with the following statements.
b. Managers/supervisors/team leaders work well with employees of different backgrounds.

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
SCHEDULE/LOCATION											
Full-Time	100	±1	5	11	21	47	15	1	±1	3.6	±0.1
Other Than Full-Time	100	±1	6	9	20	44	19	2	±5	3.6	±0.2
CONUS	100	±1	5	11	21	47	15	1	±1	3.6	±0.1
OCONUS	99	±1	6	11	20	47	14	1	±4	3.5	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	100	±1	4	10	20	49	16	1	±2	3.6	±0.1
In Bargaining Unit	99	±1	7	12	23	45	13	1	±2	3.5	±0.1
DISABILITY											
No Disability	100	±1	5	10	21	49	14	1	±1	3.6	±0.1
Disability	99	±1	8	13	23	39	16	1	±2	3.4	±0.1
Targeted Disability	100	±1	8	14	23	38	16	1	±4	3.4	±0.1
Other Disability	99	±1	8	12	24	40	16	1	±3	3.4	±0.1
VETERAN/PREFERENCE											
Non-Veteran	100	±1	5	10	21	48	14	1	±2	3.6	±0.1
Veteran	100	±1	6	11	21	46	15	1	±2	3.5	±0.1
10 Point, 30%	99	±1	7	12	20	42	18	1	±3	3.5	±0.1
10 Point, Not 30%	100	±1	6	10	20	44	20	1	±4	3.6	±0.1
5 Point	100	±1	6	11	22	47	13	1	±2	3.5	±0.1
No Preference	100	±1	6	9	20	46	17	1	±4	3.6	±0.1
TYPE OF APPOINTMENT											
Permanent	100	±1	6	11	21	48	14	1	±1	3.6	±0.1
Non-Permanent	100	±1	5	10	20	44	21	1	±4	3.7	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	100	±1	5	11	22	47	14	1	±2	3.5	±0.1
FERS	100	±1	6	10	21	48	15	1	±1	3.6	±0.1
Other Plan	99	±1	6	10	21	44	18	1	±4	3.6	±0.1
Not Eligible	100	±1	5	10	20	48	15	1	±2	3.6	±0.1
Optional Eligible	100	±1	5	11	21	47	15	1	±2	3.5	±0.1
Discontinued Service	99	±1	7	11	23	46	12	1	±3	3.5	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	99	±1	4	9	18	49	19	1	±3	3.7	±0.1
30 to 39 Years Old	100	±1	6	10	20	49	14	1	±3	3.6	±0.1
40 to 49 Years Old	100	±1	5	11	21	48	14	1	±2	3.5	±0.1
50 to 59 Years Old	99	±1	6	11	22	46	14	1	±2	3.5	±0.1
60 Years Old or More	99	±1	5	11	21	45	17	1	±3	3.6	±0.1
6 Months to 4 Years of Service	99	±1	5	10	20	48	17	1	±3	3.6	±0.1
5 to 10 Years of Service	100	±1	7	10	19	47	16	1	±3	3.6	±0.1
11 to 20 Years of Service	100	±1	6	11	21	48	13	1	±2	3.5	±0.1
21 to 30 Years of Service	100	±1	5	11	21	47	14	1	±2	3.5	±0.1
More Than 30 Years of Service	99	±1	5	10	22	47	16	1	±2	3.6	±0.1
GENDER & RACE/ETHNICITY											
Male	100	±1	5	11	21	48	14	1	±1	3.5	±0.1
Female	99	±1	5	10	21	46	16	1	±2	3.6	±0.1
Non-Hispanic White	100	±1	5	10	21	49	15	1	±1	3.6	±0.1
Total Minority	99	±1	8	13	22	43	14	1	±2	3.4	±0.1
Non-Hispanic Black	100	±1	8	12	21	43	14	1	±2	3.4	±0.1
Hispanic	99	±1	7	14	21	43	15	1	±3	3.5	±0.1
Non-Hispanic Asian	100	±1	6	11	22	46	14	1	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

34. Indicate the extent to which you agree or disagree with the following statements.

c. I have a high level of respect for my organization's senior leaders.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Do not know

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
OVERALL AND COMPONENT											
Total DoD	99	±1	10	14	25	34	16	1	±1	3.3	±0.1
Army	99	±1	9	14	23	35	18	0	±2	3.4	±0.1
Navy	99	±1	10	15	26	34	14	1	±2	3.3	±0.1
Marine Corps	99	±1	10	16	28	30	16	1	±5	3.3	±0.2
Air Force	99	±1	10	14	24	34	18	0	±2	3.3	±0.1
DoD Agencies/Field Activities	99	±1	11	14	26	33	15	1	±3	3.3	±0.1
PAY PLAN/GRADE											
White Collar Total	99	±1	9	13	24	35	17	1	±1	3.4	±0.1
GS 1 to 4	99	±1	9	10	20	38	22	1	±4	3.6	±0.1
GS 5 to 8	99	±1	10	12	23	35	20	1	±2	3.4	±0.1
GS 9 to 12	99	±1	10	14	26	35	16	0	±2	3.3	±0.1
GS/GM 13 to 15	100	±1	9	14	23	36	18	0	±3	3.4	±0.1
SES	100	±1	3	10	12	36	38	0	±5	3.9	±0.1
Blue Collar Total	99	±1	13	18	27	29	13	1	±2	3.1	±0.1
WG 1 to 5	99	±1	12	19	26	26	16	1	±5	3.2	±0.2
WG 6 to 9	99	±1	13	15	24	31	16	1	±4	3.2	±0.1
WG 10 to 15	99	±1	15	19	30	27	9	1	±3	3.0	±0.1
WS/WL 1 to 19	99	±1	10	18	24	33	15	0	±4	3.3	±0.1
NSPS Pay Plans	99	±1	8	12	24	38	17	0	±3	3.4	±0.1
Demo/APS Pay Plans	100	±1	9	14	24	38	14	1	±2	3.4	±0.1
NSPS STATUS											
Spiral 1.1	99	±1	8	12	24	38	17	0	±3	3.4	±0.1
All Others	99	±1	10	14	25	34	16	1	±1	3.3	±0.1
OCCUPATIONAL GROUPS											
Professional	100	±1	9	15	27	36	13	1	±2	3.3	±0.1
Administrative	99	±1	9	13	23	35	19	0	±2	3.4	±0.1
Technical	99	±1	10	14	25	35	16	1	±2	3.3	±0.1
Clerical	99	±1	7	10	20	37	25	1	±3	3.6	±0.1
Other White Collar	100	±1	17	14	20	29	20	0	±4	3.2	±0.1
Blue Collar	99	±1	13	17	26	30	13	1	±2	3.1	±0.1
Scientists	100	±1	11	16	29	33	10	1	±4	3.1	±0.1
Engineers	100	±1	9	17	27	35	12	0	±3	3.2	±0.1
SUPERVISOR/MANAGER											
Supervisor	100	±1	9	12	22	37	19	1	±3	3.4	±0.1
Manager	99	±1	6	12	18	41	23	0	±4	3.6	±0.1
Wage Leader	99	±1	11	17	27	29	15	0	±6	3.2	±0.2
Wage Supervisor	100	±1	11	18	20	36	14	1	±6	3.2	±0.2
Team Leader	99	±1	10	15	24	34	16	0	±3	3.3	±0.1
Non-Supervisor	99	±1	11	15	26	33	15	1	±1	3.3	±0.1
EDUCATION											
No College	99	±1	10	14	23	34	18	0	±2	3.4	±0.1
Some College	99	±1	11	14	25	33	16	1	±2	3.3	±0.1
4-Year Degree	99	±1	10	14	24	36	15	1	±2	3.3	±0.1
Graduate/Professional Degree	99	±1	9	14	24	35	17	0	±2	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

34. Indicate the extent to which you agree or disagree with the following statements.
c. I have a high level of respect for my organization's senior leaders.

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
SCHEDULE/LOCATION											
Full-Time	99	±1	10	14	25	34	16	1	±1	3.3	±0.1
Other Than Full-Time	99	±1	6	10	20	38	25	1	±5	3.7	±0.2
CONUS	99	±1	10	14	25	34	16	1	±1	3.3	±0.1
OCONUS	99	±1	11	13	24	34	18	0	±3	3.4	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	99	±1	9	14	24	35	18	0	±2	3.4	±0.1
In Bargaining Unit	99	±1	11	15	26	33	15	1	±2	3.2	±0.1
DISABILITY											
No Disability	99	±1	10	14	25	35	16	1	±1	3.3	±0.1
Disability	99	±1	13	15	24	31	17	1	±2	3.2	±0.1
Targeted Disability	100	±1	13	16	24	30	16	1	±4	3.2	±0.1
Other Disability	99	±1	12	14	24	32	17	1	±3	3.3	±0.1
VETERAN/PREFERENCE											
Non-Veteran	99	±1	9	14	25	35	16	1	±1	3.4	±0.1
Veteran	99	±1	11	15	24	33	16	0	±2	3.3	±0.1
10 Point, 30%	99	±1	11	15	22	31	20	1	±3	3.3	±0.1
10 Point, Not 30%	100	±1	9	13	22	37	19	0	±4	3.4	±0.1
5 Point	100	±1	12	15	25	33	14	0	±2	3.2	±0.1
No Preference	99	±1	10	14	25	33	18	0	±4	3.4	±0.1
TYPE OF APPOINTMENT											
Permanent	99	±1	10	15	25	34	16	1	±1	3.3	±0.1
Non-Permanent	99	±1	6	11	22	35	25	1	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	99	±1	11	16	25	33	14	0	±2	3.2	±0.1
FERS	99	±1	10	14	25	35	17	1	±1	3.3	±0.1
Other Plan	99	±1	9	14	19	36	22	1	±4	3.5	±0.1
Not Eligible	99	±1	10	14	24	35	17	1	±2	3.4	±0.1
Optional Eligible	99	±1	10	14	24	34	16	0	±2	3.3	±0.1
Discontinued Service	99	±1	12	16	26	32	13	1	±3	3.2	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	99	±1	6	12	22	37	22	1	±3	3.6	±0.1
30 to 39 Years Old	100	±1	10	13	24	36	16	1	±3	3.4	±0.1
40 to 49 Years Old	99	±1	10	14	26	34	16	0	±2	3.3	±0.1
50 to 59 Years Old	99	±1	12	16	24	33	15	1	±2	3.2	±0.1
60 Years Old or More	99	±1	9	15	25	33	18	1	±3	3.4	±0.1
6 Months to 4 Years of Service	99	±1	7	11	23	37	22	1	±3	3.6	±0.1
5 to 10 Years of Service	100	±1	10	13	26	34	18	0	±3	3.4	±0.1
11 to 20 Years of Service	99	±1	11	14	25	35	15	1	±2	3.3	±0.1
21 to 30 Years of Service	99	±1	11	16	25	34	15	0	±2	3.3	±0.1
More Than 30 Years of Service	99	±1	11	16	25	32	16	0	±2	3.3	±0.1
GENDER & RACE/ETHNICITY											
Male	99	±1	11	15	25	33	15	1	±1	3.3	±0.1
Female	99	±1	9	13	24	36	18	1	±2	3.4	±0.1
Non-Hispanic White	99	±1	10	15	25	34	15	0	±1	3.3	±0.1
Total Minority	99	±1	9	12	24	35	18	1	±2	3.4	±0.1
Non-Hispanic Black	99	±1	9	11	24	37	18	1	±2	3.4	±0.1
Hispanic	99	±1	10	12	24	33	20	1	±3	3.4	±0.1
Non-Hispanic Asian	99	±1	7	9	26	39	18	1	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

35. Indicate the extent to which you agree or disagree with the following statements.

a. Managers/supervisors deal effectively with reports of prejudice and discrimination.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	4	9	35	37	15	±1	3.5	±0.1
Army	99	±1	4	10	33	38	16	±2	3.5	±0.1
Navy	99	±1	4	9	36	37	15	±2	3.5	±0.1
Marine Corps	99	±1	4	9	34	36	16	±5	3.5	±0.1
Air Force	99	±1	3	8	35	38	16	±2	3.6	±0.1
DoD Agencies/Field Activities	99	±1	4	10	39	35	13	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	3	9	35	37	16	±1	3.5	±0.1
GS 1 to 4	99	±1	4	11	32	36	17	±4	3.5	±0.1
GS 5 to 8	99	±1	4	10	35	36	16	±2	3.5	±0.1
GS 9 to 12	99	±1	3	9	37	36	15	±2	3.5	±0.1
GS/GM 13 to 15	99	±1	2	6	33	40	19	±3	3.7	±0.1
SES	99	±1	1	1	14	43	41	±5	4.2	±0.1
Blue Collar Total	99	±1	5	11	31	39	14	±2	3.4	±0.1
WG 1 to 5	99	±2	8	14	32	34	12	±6	3.3	±0.2
WG 6 to 9	99	±1	6	12	32	35	14	±4	3.4	±0.1
WG 10 to 15	99	±1	5	12	34	39	10	±3	3.4	±0.1
WS/WL 1 to 19	100	±1	2	8	23	48	20	±5	3.8	±0.1
NSPS Pay Plans	99	±1	3	8	37	36	16	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	2	6	42	36	15	±2	3.6	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	3	8	37	36	16	±3	3.6	±0.1
All Others	99	±1	4	9	35	37	15	±1	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	2	7	40	37	13	±2	3.5	±0.1
Administrative	99	±1	3	8	35	36	17	±2	3.6	±0.1
Technical	99	±1	4	10	35	37	15	±2	3.5	±0.1
Clerical	99	±1	4	9	32	36	19	±3	3.6	±0.1
Other White Collar	99	±1	6	11	29	38	16	±4	3.5	±0.1
Blue Collar	99	±1	5	11	31	39	14	±2	3.4	±0.1
Scientists	99	±1	2	8	41	36	13	±4	3.5	±0.1
Engineers	99	±1	2	5	42	37	13	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	2	7	26	43	21	±3	3.7	±0.1
Manager	99	±1	1	6	20	44	28	±4	3.9	±0.1
Wage Leader	100	±1	4	11	26	43	16	±6	3.6	±0.2
Wage Supervisor	100	±1	3	6	24	48	19	±6	3.8	±0.1
Team Leader	99	±1	3	8	36	37	15	±3	3.5	±0.1
Non-Supervisor	99	±1	4	10	38	35	13	±1	3.4	±0.1
EDUCATION										
No College	99	±1	4	10	29	39	17	±3	3.5	±0.1
Some College	99	±1	4	10	34	37	15	±2	3.5	±0.1
4-Year Degree	99	±1	3	8	39	36	15	±2	3.5	±0.1
Graduate/Professional Degree	99	±1	3	7	37	36	17	±2	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

35. Indicate the extent to which you agree or disagree with the following statements.

a. Managers/supervisors deal effectively with reports of prejudice and discrimination.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	4	9	35	37	15	±1	3.5	±0.1
Other Than Full-Time	98	±2	4	9	35	35	17	±5	3.5	±0.1
CONUS	99	±1	4	9	35	37	15	±1	3.5	±0.1
OCONUS	99	±1	3	9	35	38	15	±3	3.5	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	3	8	34	38	17	±2	3.6	±0.1
In Bargaining Unit	99	±1	4	10	36	36	13	±2	3.4	±0.1
DISABILITY										
No Disability	99	±1	3	8	35	38	15	±1	3.5	±0.1
Disability	99	±1	6	13	35	32	15	±2	3.4	±0.1
Targeted Disability	99	±1	6	15	32	31	17	±4	3.4	±0.1
Other Disability	99	±1	5	12	36	32	14	±3	3.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	3	9	36	37	14	±1	3.5	±0.1
Veteran	99	±1	4	9	33	37	16	±2	3.5	±0.1
10 Point, 30%	99	±1	4	11	33	33	18	±3	3.5	±0.1
10 Point, Not 30%	100	±1	4	8	34	34	20	±4	3.6	±0.1
5 Point	99	±1	4	9	33	39	15	±2	3.5	±0.1
No Preference	98	±1	3	9	33	38	18	±4	3.6	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	4	9	35	37	15	±1	3.5	±0.1
Non-Permanent	98	±2	2	8	37	35	17	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	4	10	33	39	15	±2	3.5	±0.1
FERS	99	±1	3	9	36	37	15	±1	3.5	±0.1
Other Plan	98	±1	3	8	37	34	17	±4	3.5	±0.1
Not Eligible	99	±1	3	8	37	36	16	±2	3.5	±0.1
Optional Eligible	99	±1	4	10	33	38	16	±2	3.5	±0.1
Discontinued Service	99	±1	4	11	36	36	12	±3	3.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	2	5	37	36	19	±3	3.6	±0.1
30 to 39 Years Old	99	±1	4	7	37	37	14	±3	3.5	±0.1
40 to 49 Years Old	99	±1	3	9	36	37	15	±2	3.5	±0.1
50 to 59 Years Old	99	±1	4	10	33	37	15	±2	3.5	±0.1
60 Years Old or More	98	±1	3	10	32	38	17	±3	3.5	±0.1
6 Months to 4 Years of Service	99	±1	2	8	38	36	16	±3	3.6	±0.1
5 to 10 Years of Service	99	±1	4	8	36	36	16	±3	3.5	±0.1
11 to 20 Years of Service	99	±1	4	9	36	38	13	±2	3.5	±0.1
21 to 30 Years of Service	99	±1	4	10	34	37	15	±2	3.5	±0.1
More Than 30 Years of Service	99	±1	4	9	33	38	17	±2	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	3	8	34	39	16	±1	3.6	±0.1
Female	99	±1	4	11	37	34	14	±2	3.4	±0.1
Non-Hispanic White	99	±1	3	8	34	39	16	±1	3.6	±0.1
Total Minority	99	±1	6	12	37	33	13	±2	3.3	±0.1
Non-Hispanic Black	99	±1	7	14	38	30	11	±2	3.2	±0.1
Hispanic	99	±1	5	11	36	33	15	±3	3.4	±0.1
Non-Hispanic Asian	98	±1	4	8	35	40	13	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

35. Indicate the extent to which you agree or disagree with the following statements.

b. There are generally good relationships between the union(s) and management here.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	4	9	52	28	8	±1	3.3	±0.1
Army	98	±1	4	8	52	29	7	±2	3.3	±0.1
Navy	98	±1	4	9	54	26	7	±2	3.2	±0.1
Marine Corps	98	±2	4	10	51	26	10	±5	3.3	±0.1
Air Force	99	±1	4	9	51	28	8	±2	3.3	±0.1
DoD Agencies/Field Activities	99	±1	4	9	47	31	8	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	3	8	53	28	8	±1	3.3	±0.1
GS 1 to 4	99	±1	4	9	47	29	11	±4	3.3	±0.1
GS 5 to 8	99	±1	6	10	49	27	8	±2	3.2	±0.1
GS 9 to 12	98	±1	3	8	54	29	7	±2	3.3	±0.1
GS/GM 13 to 15	98	±1	2	5	58	28	8	±3	3.3	±0.1
SES	96	±2	1	4	54	30	11	±5	3.5	±0.1
Blue Collar Total	99	±1	6	13	41	31	8	±2	3.2	±0.1
WG 1 to 5	98	±1	7	12	45	27	8	±6	3.2	±0.2
WG 6 to 9	99	±1	6	13	42	30	9	±4	3.2	±0.1
WG 10 to 15	99	±1	6	15	44	28	6	±3	3.1	±0.1
WS/WL 1 to 19	99	±1	4	11	33	41	11	±5	3.4	±0.1
NSPS Pay Plans	96	±1	2	4	70	19	5	±2	3.2	±0.1
Demo/APS Pay Plans	98	±1	1	4	69	21	5	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	96	±1	2	4	70	19	5	±2	3.2	±0.1
All Others	99	±1	4	9	51	28	8	±1	3.3	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	2	6	60	27	5	±2	3.3	±0.1
Administrative	98	±1	2	7	55	27	8	±2	3.3	±0.1
Technical	99	±1	4	9	51	28	8	±2	3.3	±0.1
Clerical	98	±1	4	7	52	26	10	±3	3.3	±0.1
Other White Collar	99	±1	14	16	35	27	9	±4	3.0	±0.1
Blue Collar	99	±1	6	13	41	32	8	±2	3.2	±0.1
Scientists	97	±2	1	7	66	22	4	±4	3.2	±0.1
Engineers	98	±1	2	6	63	24	5	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	2	8	48	33	9	±3	3.4	±0.1
Manager	98	±1	2	7	43	34	13	±4	3.5	±0.1
Wage Leader	99	±1	5	14	39	32	9	±7	3.3	±0.2
Wage Supervisor	99	±1	5	10	33	40	11	±6	3.4	±0.2
Team Leader	99	±1	3	7	57	25	7	±3	3.3	±0.1
Non-Supervisor	99	±1	4	9	53	27	7	±1	3.2	±0.1
EDUCATION										
No College	99	±1	5	12	42	31	10	±3	3.3	±0.1
Some College	99	±1	5	10	49	29	8	±2	3.3	±0.1
4-Year Degree	99	±1	2	7	57	28	6	±2	3.3	±0.1
Graduate/Professional Degree	98	±1	2	6	60	24	7	±2	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

35. Indicate the extent to which you agree or disagree with the following statements.

b. There are generally good relationships between the union(s) and management here.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	4	9	52	28	7	±1	3.3	±0.1
Other Than Full-Time	99	±1	4	6	53	27	11	±5	3.3	±0.1
CONUS	99	±1	4	9	51	28	8	±1	3.3	±0.1
OCONUS	98	±1	3	8	55	27	7	±3	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	3	6	57	26	8	±2	3.3	±0.1
In Bargaining Unit	99	±1	5	12	45	31	8	±2	3.2	±0.1
DISABILITY										
No Disability	99	±1	3	8	52	29	8	±1	3.3	±0.1
Disability	99	±1	6	11	52	24	7	±2	3.2	±0.1
Targeted Disability	99	±1	6	11	52	23	8	±4	3.2	±0.1
Other Disability	98	±1	6	11	52	24	7	±3	3.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	3	8	52	29	7	±2	3.3	±0.1
Veteran	99	±1	4	9	51	28	8	±2	3.2	±0.1
10 Point, 30%	98	±1	5	10	53	24	9	±3	3.2	±0.1
10 Point, Not 30%	99	±1	4	8	55	24	9	±4	3.3	±0.1
5 Point	99	±1	5	10	50	29	7	±2	3.2	±0.1
No Preference	99	±1	4	9	48	30	9	±4	3.3	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	4	9	52	28	7	±1	3.3	±0.1
Non-Permanent	98	±1	2	8	52	25	13	±4	3.4	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	3	9	49	31	8	±2	3.3	±0.1
FERS	99	±1	4	9	53	27	7	±1	3.3	±0.1
Other Plan	99	±1	3	8	52	26	11	±4	3.3	±0.1
Not Eligible	99	±1	3	8	53	27	8	±2	3.3	±0.1
Optional Eligible	98	±1	4	9	50	29	7	±2	3.3	±0.1
Discontinued Service	99	±1	4	10	50	29	6	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	3	8	49	29	11	±3	3.4	±0.1
30 to 39 Years Old	99	±1	5	8	53	27	7	±3	3.2	±0.1
40 to 49 Years Old	99	±1	4	9	53	27	7	±2	3.3	±0.1
50 to 59 Years Old	98	±1	4	10	51	29	7	±2	3.3	±0.1
60 Years Old or More	97	±1	3	8	51	30	8	±3	3.3	±0.1
6 Months to 4 Years of Service	99	±1	2	7	54	28	9	±3	3.3	±0.1
5 to 10 Years of Service	99	±1	5	8	51	26	10	±3	3.3	±0.1
11 to 20 Years of Service	99	±1	5	9	52	28	6	±2	3.2	±0.1
21 to 30 Years of Service	99	±1	4	9	52	28	7	±2	3.3	±0.1
More Than 30 Years of Service	98	±1	3	9	49	31	8	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	4	9	50	29	7	±1	3.3	±0.1
Female	98	±1	3	8	54	27	8	±2	3.3	±0.1
Non-Hispanic White	99	±1	3	9	51	29	8	±1	3.3	±0.1
Total Minority	98	±1	5	9	53	26	7	±2	3.2	±0.1
Non-Hispanic Black	98	±1	5	9	54	25	7	±2	3.2	±0.1
Hispanic	98	±1	5	11	51	26	7	±3	3.2	±0.1
Non-Hispanic Asian	98	±1	3	5	56	29	6	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

36. Overall, how satisfied are you with leadership at your organization?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	100	±1	7	17	24	40	13	±1	3.3	±0.1
Army	100	±1	6	16	23	40	14	±2	3.4	±0.1
Navy	100	±1	7	18	25	39	10	±2	3.3	±0.1
Marine Corps	100	±1	6	19	26	36	13	±5	3.3	±0.2
Air Force	100	±1	6	17	23	40	15	±2	3.4	±0.1
DoD Agencies/Field Activities	100	±1	8	17	25	39	11	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	7	16	23	40	14	±1	3.4	±0.1
GS 1 to 4	100	±1	8	12	25	38	16	±4	3.4	±0.1
GS 5 to 8	100	±1	8	15	23	39	15	±2	3.4	±0.1
GS 9 to 12	100	±1	6	17	24	40	13	±2	3.4	±0.1
GS/GM 13 to 15	100	±1	6	16	21	41	15	±3	3.4	±0.1
SES	100	±0	3	9	12	42	34	±5	4.0	±0.1
Blue Collar Total	100	±1	8	19	26	36	10	±2	3.2	±0.1
WG 1 to 5	100	±1	10	21	29	29	11	±5	3.1	±0.2
WG 6 to 9	100	±1	10	17	25	37	12	±4	3.2	±0.1
WG 10 to 15	100	±1	8	21	29	34	7	±3	3.1	±0.1
WS/WL 1 to 19	100	±1	6	17	23	40	13	±5	3.4	±0.1
NSPS Pay Plans	99	±1	5	15	23	44	13	±3	3.4	±0.1
Demo/APS Pay Plans	100	±1	5	16	24	44	11	±2	3.4	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	5	15	23	44	13	±3	3.4	±0.1
All Others	100	±1	7	17	24	39	13	±1	3.3	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	6	18	25	41	10	±2	3.3	±0.1
Administrative	100	±1	6	16	21	41	16	±2	3.4	±0.1
Technical	100	±1	7	16	24	40	13	±2	3.3	±0.1
Clerical	100	±1	6	13	23	40	19	±3	3.5	±0.1
Other White Collar	100	±1	13	16	22	36	13	±4	3.2	±0.1
Blue Collar	100	±1	8	19	26	36	10	±2	3.2	±0.1
Scientists	100	±1	6	22	25	39	8	±4	3.2	±0.1
Engineers	100	±1	6	19	27	40	8	±3	3.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±1	6	16	20	43	15	±3	3.5	±0.1
Manager	100	±1	5	14	19	42	20	±4	3.6	±0.1
Wage Leader	100	±0	8	17	28	38	10	±6	3.3	±0.2
Wage Supervisor	100	±1	5	19	23	40	14	±6	3.4	±0.2
Team Leader	100	±1	7	19	22	39	12	±3	3.3	±0.1
Non-Supervisor	100	±1	7	17	25	39	12	±1	3.3	±0.1
EDUCATION										
No College	100	±1	7	15	24	38	15	±3	3.4	±0.1
Some College	100	±1	7	17	25	38	13	±2	3.3	±0.1
4-Year Degree	100	±1	6	18	24	41	11	±2	3.3	±0.1
Graduate/Professional Degree	100	±1	7	17	21	41	14	±2	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

36. Overall, how satisfied are you with leadership at your organization?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	100	±1	7	17	24	40	13	±1	3.3	±0.1
Other Than Full-Time	100	±1	7	11	25	38	18	±5	3.5	±0.2
CONUS	100	±1	7	17	24	40	13	±1	3.3	±0.1
OCONUS	100	±1	8	17	23	39	13	±3	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	100	±1	6	16	23	41	14	±2	3.4	±0.1
In Bargaining Unit	100	±1	8	18	25	38	11	±2	3.3	±0.1
DISABILITY										
No Disability	100	±1	6	17	24	40	13	±1	3.4	±0.1
Disability	100	±1	9	19	24	35	14	±2	3.3	±0.1
Targeted Disability	100	±1	8	20	24	34	13	±4	3.2	±0.1
Other Disability	100	±1	9	18	24	35	14	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	6	17	24	40	12	±2	3.3	±0.1
Veteran	100	±1	7	17	23	39	14	±2	3.3	±0.1
10 Point, 30%	100	±1	8	18	21	37	16	±3	3.4	±0.1
10 Point, Not 30%	100	±1	7	13	25	39	16	±4	3.5	±0.1
5 Point	100	±1	8	18	23	39	12	±2	3.3	±0.1
No Preference	100	±1	6	17	23	40	15	±4	3.4	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	7	17	24	40	13	±1	3.3	±0.1
Non-Permanent	100	±0	5	12	23	40	19	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	100	±1	7	19	24	38	12	±2	3.3	±0.1
FERS	100	±1	7	16	24	40	13	±1	3.4	±0.1
Other Plan	100	±1	8	13	24	37	18	±4	3.4	±0.1
Not Eligible	100	±1	6	16	24	40	13	±2	3.4	±0.1
Optional Eligible	100	±1	7	17	23	40	13	±2	3.4	±0.1
Discontinued Service	99	±1	9	19	25	36	11	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	4	14	24	44	14	±3	3.5	±0.1
30 to 39 Years Old	100	±1	7	16	24	42	11	±3	3.4	±0.1
40 to 49 Years Old	100	±1	6	17	24	39	13	±2	3.4	±0.1
50 to 59 Years Old	100	±1	8	18	24	38	13	±2	3.3	±0.1
60 Years Old or More	100	±1	6	17	22	39	15	±3	3.4	±0.1
6 Months to 4 Years of Service	100	±1	5	13	24	43	15	±3	3.5	±0.1
5 to 10 Years of Service	100	±1	7	16	25	40	12	±3	3.4	±0.1
11 to 20 Years of Service	100	±1	7	17	24	40	12	±2	3.3	±0.1
21 to 30 Years of Service	100	±1	7	18	24	38	13	±2	3.3	±0.1
More Than 30 Years of Service	100	±1	7	18	23	38	14	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	7	17	24	39	12	±1	3.3	±0.1
Female	100	±1	6	16	24	40	14	±2	3.4	±0.1
Non-Hispanic White	100	±1	7	17	24	40	13	±1	3.3	±0.1
Total Minority	100	±1	7	16	25	39	13	±2	3.3	±0.1
Non-Hispanic Black	100	±1	7	14	24	40	13	±2	3.4	±0.1
Hispanic	100	±1	7	16	25	37	14	±3	3.3	±0.1
Non-Hispanic Asian	100	±1	6	13	26	43	12	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

37. Overall, how satisfied are you with management at your organization?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	7	18	25	40	11	±1	3.3	±0.1
Army	99	±1	6	18	23	40	13	±2	3.4	±0.1
Navy	99	±1	7	19	26	39	9	±2	3.2	±0.1
Marine Corps	99	±2	7	20	26	37	10	±5	3.2	±0.1
Air Force	99	±1	6	17	25	40	13	±2	3.4	±0.1
DoD Agencies/Field Activities	99	±1	7	18	26	39	10	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	6	17	24	41	12	±1	3.4	±0.1
GS 1 to 4	99	±1	8	14	24	39	15	±4	3.4	±0.1
GS 5 to 8	99	±1	7	16	24	39	14	±2	3.3	±0.1
GS 9 to 12	99	±1	6	18	24	41	11	±2	3.3	±0.1
GS/GM 13 to 15	99	±1	4	18	22	43	13	±3	3.4	±0.1
SES	100	±0	2	11	13	49	26	±5	3.9	±0.1
Blue Collar Total	99	±1	9	20	27	34	9	±2	3.1	±0.1
WG 1 to 5	98	±2	10	24	26	30	10	±5	3.1	±0.2
WG 6 to 9	98	±1	10	18	26	35	11	±4	3.2	±0.1
WG 10 to 15	99	±1	9	22	30	32	7	±3	3.1	±0.1
WS/WL 1 to 19	99	±1	7	17	25	40	12	±5	3.3	±0.1
NSPS Pay Plans	99	±1	5	15	23	46	11	±3	3.4	±0.1
Demo/APS Pay Plans	99	±1	5	16	26	44	9	±2	3.4	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	5	15	23	46	11	±3	3.4	±0.1
All Others	99	±1	7	18	25	40	11	±1	3.3	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	18	27	42	8	±2	3.3	±0.1
Administrative	99	±1	5	17	22	42	13	±2	3.4	±0.1
Technical	99	±1	7	17	25	40	12	±2	3.3	±0.1
Clerical	99	±1	6	14	23	39	18	±3	3.5	±0.1
Other White Collar	99	±1	12	19	22	34	12	±4	3.2	±0.1
Blue Collar	99	±1	9	20	27	35	9	±2	3.2	±0.1
Scientists	99	±1	6	21	29	38	6	±4	3.2	±0.1
Engineers	99	±1	5	19	29	40	7	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	5	15	20	46	13	±3	3.5	±0.1
Manager	99	±1	4	13	18	47	17	±4	3.6	±0.1
Wage Leader	99	±1	9	17	29	36	10	±7	3.2	±0.2
Wage Supervisor	99	±1	5	19	23	40	13	±6	3.4	±0.2
Team Leader	99	±1	6	20	24	39	10	±3	3.3	±0.1
Non-Supervisor	99	±1	7	18	26	38	11	±1	3.3	±0.1
EDUCATION										
No College	99	±1	7	17	23	39	13	±3	3.3	±0.1
Some College	99	±1	7	18	26	38	12	±2	3.3	±0.1
4-Year Degree	99	±1	6	18	24	42	10	±2	3.3	±0.1
Graduate/Professional Degree	99	±1	6	17	24	41	12	±2	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

37. Overall, how satisfied are you with management at your organization?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	7	18	25	40	11	±1	3.3	±0.1
Other Than Full-Time	98	±1	7	13	24	40	17	±6	3.5	±0.2
CONUS	99	±1	6	18	25	40	11	±1	3.3	±0.1
OCONUS	99	±1	7	20	23	38	12	±3	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	6	17	23	42	12	±2	3.4	±0.1
In Bargaining Unit	99	±1	8	19	26	37	10	±2	3.2	±0.1
DISABILITY										
No Disability	99	±1	6	17	25	41	11	±1	3.3	±0.1
Disability	99	±1	8	20	26	34	12	±2	3.2	±0.1
Targeted Disability	99	±1	8	20	27	33	12	±4	3.2	±0.1
Other Disability	99	±1	8	20	25	34	12	±3	3.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	6	17	25	40	11	±2	3.3	±0.1
Veteran	99	±1	7	18	24	39	12	±2	3.3	±0.1
10 Point, 30%	99	±1	7	19	22	37	15	±3	3.3	±0.1
10 Point, Not 30%	99	±1	7	14	24	41	15	±4	3.4	±0.1
5 Point	99	±1	7	19	24	40	10	±2	3.3	±0.1
No Preference	100	±1	6	16	25	40	12	±4	3.4	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	7	18	25	40	11	±1	3.3	±0.1
Non-Permanent	99	±1	5	13	23	42	17	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	7	19	25	39	11	±2	3.3	±0.1
FERS	99	±1	6	18	25	40	11	±1	3.3	±0.1
Other Plan	99	±2	8	13	25	38	17	±4	3.4	±0.1
Not Eligible	99	±1	6	17	24	41	12	±2	3.3	±0.1
Optional Eligible	99	±1	7	18	25	39	12	±2	3.3	±0.1
Discontinued Service	99	±1	8	20	26	36	10	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	5	14	24	44	13	±3	3.5	±0.1
30 to 39 Years Old	99	±1	7	17	25	42	10	±3	3.3	±0.1
40 to 49 Years Old	99	±1	6	18	25	40	11	±2	3.3	±0.1
50 to 59 Years Old	99	±1	8	19	24	38	11	±2	3.3	±0.1
60 Years Old or More	99	±1	6	18	24	39	13	±3	3.4	±0.1
6 Months to 4 Years of Service	99	±1	5	15	24	43	14	±3	3.5	±0.1
5 to 10 Years of Service	99	±1	7	17	25	40	11	±3	3.3	±0.1
11 to 20 Years of Service	99	±1	7	18	25	40	10	±2	3.3	±0.1
21 to 30 Years of Service	99	±1	7	19	25	38	12	±2	3.3	±0.1
More Than 30 Years of Service	99	±1	6	18	25	40	11	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	7	18	25	39	11	±1	3.3	±0.1
Female	99	±1	6	17	25	40	12	±2	3.3	±0.1
Non-Hispanic White	99	±1	6	18	25	40	11	±1	3.3	±0.1
Total Minority	99	±1	7	16	25	39	12	±2	3.3	±0.1
Non-Hispanic Black	99	±1	7	15	25	40	12	±2	3.4	±0.1
Hispanic	99	±1	7	18	25	36	14	±3	3.3	±0.1
Non-Hispanic Asian	99	±1	7	14	27	42	11	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

38. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

1. Very poor
2. Poor
3. Fair
4. Good
5. Very good

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Rating	
OVERALL AND COMPONENT										
Total DoD	100	±1	4	8	20	36	31	±1	3.8	±0.1
Army	100	±1	4	8	20	35	32	±2	3.8	±0.1
Navy	100	±1	4	8	22	36	30	±2	3.8	±0.1
Marine Corps	100	±1	6	10	23	32	29	±5	3.7	±0.1
Air Force	100	±1	4	8	19	37	32	±2	3.8	±0.1
DoD Agencies/Field Activities	100	±1	4	8	19	38	31	±3	3.8	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	4	8	19	36	33	±1	3.9	±0.1
GS 1 to 4	99	±1	7	8	21	33	30	±4	3.7	±0.1
GS 5 to 8	100	±1	5	8	20	34	33	±2	3.8	±0.1
GS 9 to 12	100	±1	4	8	19	36	32	±2	3.8	±0.1
GS/GM 13 to 15	100	±1	2	7	19	37	35	±3	4.0	±0.1
SES	100	±0	2	4	15	32	47	±5	4.2	±0.1
Blue Collar Total	100	±1	5	10	24	36	25	±2	3.7	±0.1
WG 1 to 5	100	±1	7	10	22	33	27	±5	3.6	±0.2
WG 6 to 9	100	±1	6	10	24	35	25	±4	3.6	±0.1
WG 10 to 15	100	±1	5	10	25	37	24	±3	3.6	±0.1
WS/WL 1 to 19	100	±1	3	7	22	38	29	±5	3.8	±0.1
NSPS Pay Plans	100	±1	3	5	19	37	35	±3	4.0	±0.1
Demo/APS Pay Plans	100	±1	3	7	18	38	34	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	100	±1	3	5	19	37	35	±3	4.0	±0.1
All Others	100	±1	4	8	20	36	31	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	4	7	20	38	31	±2	3.9	±0.1
Administrative	100	±1	4	8	19	35	35	±2	3.9	±0.1
Technical	100	±1	5	9	20	36	31	±2	3.8	±0.1
Clerical	100	±1	4	7	19	32	37	±3	3.9	±0.1
Other White Collar	100	±1	6	6	23	34	31	±4	3.8	±0.1
Blue Collar	100	±1	5	10	23	36	26	±2	3.7	±0.1
Scientists	100	±1	5	8	21	34	32	±4	3.8	±0.1
Engineers	100	±1	4	7	22	40	28	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±1	3	8	19	37	33	±3	3.9	±0.1
Manager	100	±1	2	7	17	36	39	±4	4.0	±0.1
Wage Leader	99	±1	3	8	21	38	29	±7	3.8	±0.2
Wage Supervisor	100	±1	3	7	21	42	27	±6	3.8	±0.2
Team Leader	100	±1	4	8	22	36	30	±3	3.8	±0.1
Non-Supervisor	100	±1	5	8	21	36	31	±1	3.8	±0.1
EDUCATION										
No College	100	±1	5	7	21	35	32	±3	3.8	±0.1
Some College	100	±1	4	9	21	36	30	±2	3.8	±0.1
4-Year Degree	100	±1	4	8	20	37	31	±2	3.8	±0.1
Graduate/Professional Degree	100	±1	4	8	19	35	34	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

38. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Rating	
SCHEDULE/LOCATION										
Full-Time	100	±1	4	8	20	36	31	±1	3.8	±0.1
Other Than Full-Time	100	±1	6	6	22	35	32	±5	3.8	±0.2
CONUS	100	±1	4	8	20	36	32	±1	3.8	±0.1
OCONUS	100	±1	5	10	22	36	27	±3	3.7	±0.1
BARGAINING UNIT										
Not In Bargaining Unit	100	±1	4	7	20	36	33	±2	3.9	±0.1
In Bargaining Unit	100	±1	5	9	21	36	29	±2	3.8	±0.1
DISABILITY										
No Disability	100	±1	4	8	20	37	32	±1	3.8	±0.1
Disability	100	±1	5	10	22	34	30	±2	3.7	±0.1
Targeted Disability	100	±1	5	10	21	34	30	±4	3.7	±0.1
Other Disability	99	±1	5	10	22	34	30	±3	3.7	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	4	8	20	36	32	±2	3.8	±0.1
Veteran	100	±1	4	9	20	36	31	±2	3.8	±0.1
10 Point, 30%	100	±1	5	9	22	33	32	±3	3.8	±0.1
10 Point, Not 30%	100	±1	4	7	19	34	36	±4	3.9	±0.1
5 Point	100	±1	4	9	20	37	29	±2	3.8	±0.1
No Preference	100	±1	4	9	19	37	32	±4	3.8	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	4	8	20	36	31	±1	3.8	±0.1
Non-Permanent	100	±1	4	8	18	34	36	±4	3.9	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	4	8	21	37	31	±2	3.8	±0.1
FERS	100	±1	4	8	20	36	32	±1	3.8	±0.1
Other Plan	100	±1	5	7	19	34	34	±4	3.8	±0.1
Not Eligible	100	±1	4	8	19	36	33	±2	3.9	±0.1
Optional Eligible	100	±1	4	8	21	36	30	±2	3.8	±0.1
Discontinued Service	99	±1	5	9	21	37	28	±3	3.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	3	8	19	36	35	±3	3.9	±0.1
30 to 39 Years Old	100	±1	4	8	21	37	30	±3	3.8	±0.1
40 to 49 Years Old	100	±1	4	8	19	37	32	±2	3.8	±0.1
50 to 59 Years Old	100	±1	5	8	21	36	31	±2	3.8	±0.1
60 Years Old or More	100	±1	4	8	22	35	31	±3	3.8	±0.1
6 Months to 4 Years of Service	100	±1	4	8	19	37	33	±3	3.9	±0.1
5 to 10 Years of Service	100	±1	4	8	21	34	33	±3	3.8	±0.1
11 to 20 Years of Service	100	±1	5	9	20	36	30	±2	3.8	±0.1
21 to 30 Years of Service	100	±1	4	8	20	37	31	±2	3.8	±0.1
More Than 30 Years of Service	100	±1	4	8	21	36	31	±2	3.8	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	4	8	20	37	30	±1	3.8	±0.1
Female	100	±1	4	8	20	34	33	±2	3.8	±0.1
Non-Hispanic White	100	±1	4	8	19	37	32	±1	3.9	±0.1
Total Minority	100	±1	5	9	23	34	29	±2	3.7	±0.1
Non-Hispanic Black	100	±1	5	8	22	37	28	±2	3.8	±0.1
Hispanic	100	±1	4	11	24	31	30	±3	3.7	±0.1
Non-Hispanic Asian	100	±1	5	8	26	35	27	±3	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

39. Suppose that you have to decide whether to continue to work for your organization. If you had to make this decision, how likely is it that you would choose to stay?

1. Very unlikely
2. Unlikely
3. Neither likely nor unlikely
4. Likely
5. Very likely

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
OVERALL AND COMPONENT										
Total DoD	100	±1	5	13	15	35	31	±1	3.7	±0.1
Army	100	±1	5	14	13	36	32	±2	3.8	±0.1
Navy	100	±1	6	13	15	35	30	±2	3.7	±0.1
Marine Corps	100	±1	6	15	13	35	32	±5	3.7	±0.2
Air Force	100	±1	6	13	16	36	30	±2	3.7	±0.1
DoD Agencies/Field Activities	99	±1	5	13	15	35	32	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	6	14	14	35	31	±1	3.7	±0.1
GS 1 to 4	100	±1	7	14	17	31	30	±4	3.6	±0.2
GS 5 to 8	100	±1	7	14	15	33	31	±2	3.7	±0.1
GS 9 to 12	100	±1	6	14	14	36	31	±2	3.7	±0.1
GS/GM 13 to 15	100	±1	5	15	14	37	30	±3	3.7	±0.1
SES	100	±1	5	16	12	29	39	±5	3.8	±0.2
Blue Collar Total	100	±1	5	12	16	36	32	±2	3.8	±0.1
WG 1 to 5	100	±1	5	12	15	33	36	±6	3.8	±0.2
WG 6 to 9	100	±1	5	12	16	35	32	±4	3.8	±0.1
WG 10 to 15	100	±1	5	13	17	35	31	±3	3.7	±0.1
WS/WL 1 to 19	100	±1	4	10	14	38	34	±5	3.9	±0.1
NSPS Pay Plans	100	±1	6	14	14	39	27	±3	3.7	±0.1
Demo/APS Pay Plans	100	±1	4	12	17	37	30	±2	3.8	±0.1
NSPS STATUS										
Spiral 1.1	100	±1	6	14	14	39	27	±3	3.7	±0.1
All Others	100	±1	5	13	15	35	31	±1	3.7	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	5	12	16	38	29	±2	3.7	±0.1
Administrative	100	±1	5	15	14	35	32	±2	3.7	±0.1
Technical	100	±1	6	14	15	34	31	±2	3.7	±0.1
Clerical	100	±1	7	13	15	32	33	±3	3.7	±0.1
Other White Collar	100	±1	8	12	14	34	31	±4	3.7	±0.1
Blue Collar	100	±1	5	12	15	36	33	±2	3.8	±0.1
Scientists	100	±1	7	10	17	38	27	±4	3.7	±0.1
Engineers	100	±1	4	14	19	40	23	±3	3.6	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±1	5	14	13	35	33	±3	3.8	±0.1
Manager	100	±1	4	16	12	33	35	±4	3.8	±0.1
Wage Leader	100	±0	4	11	16	40	30	±7	3.8	±0.2
Wage Supervisor	100	±1	5	11	12	38	34	±6	3.8	±0.2
Team Leader	100	±1	5	13	15	39	28	±3	3.7	±0.1
Non-Supervisor	100	±1	6	13	15	35	31	±1	3.7	±0.1
EDUCATION										
No College	100	±1	5	10	14	34	37	±3	3.9	±0.1
Some College	100	±1	5	13	14	35	32	±2	3.7	±0.1
4-Year Degree	100	±1	5	15	15	38	27	±2	3.7	±0.1
Graduate/Professional Degree	100	±1	6	13	15	35	31	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

39. Suppose that you have to decide whether to continue to work for your organization. If you had to make this decision, how likely is it that you would choose to stay?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
SCHEDULE/LOCATION										
Full-Time	100	±1	5	13	15	35	31	±1	3.7	±0.1
Other Than Full-Time	100	±1	5	11	15	35	35	±5	3.8	±0.2
CONUS	100	±1	5	13	15	36	31	±1	3.7	±0.1
OCONUS	100	±1	6	14	14	32	35	±3	3.8	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	100	±1	5	14	14	36	31	±2	3.7	±0.1
In Bargaining Unit	100	±1	6	13	15	35	32	±2	3.7	±0.1
DISABILITY										
No Disability	100	±1	5	13	14	36	32	±1	3.8	±0.1
Disability	100	±1	6	14	16	34	30	±2	3.7	±0.1
Targeted Disability	100	±1	6	13	17	34	30	±4	3.7	±0.1
Other Disability	100	±1	6	15	16	33	29	±3	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	5	13	14	36	32	±2	3.8	±0.1
Veteran	100	±1	6	14	15	35	30	±2	3.7	±0.1
10 Point, 30%	100	±1	7	14	16	34	29	±3	3.6	±0.1
10 Point, Not 30%	100	±1	6	11	15	35	34	±4	3.8	±0.1
5 Point	100	±1	6	15	15	35	29	±2	3.7	±0.1
No Preference	100	±1	5	12	15	34	34	±4	3.8	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	5	13	15	36	31	±1	3.7	±0.1
Non-Permanent	100	±1	5	11	15	32	36	±4	3.8	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	100	±1	6	14	15	36	30	±2	3.7	±0.1
FERS	100	±1	5	13	15	36	32	±1	3.8	±0.1
Other Plan	100	±1	6	15	15	31	34	±4	3.7	±0.1
Not Eligible	100	±1	5	13	15	35	32	±2	3.8	±0.1
Optional Eligible	100	±1	6	13	14	36	32	±2	3.8	±0.1
Discontinued Service	99	±1	6	16	15	36	27	±3	3.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	5	14	16	36	29	±3	3.7	±0.1
30 to 39 Years Old	100	±1	5	12	16	37	30	±3	3.8	±0.1
40 to 49 Years Old	100	±1	5	13	14	36	31	±2	3.8	±0.1
50 to 59 Years Old	100	±1	6	14	15	34	31	±2	3.7	±0.1
60 Years Old or More	100	±1	5	11	12	35	36	±3	3.8	±0.1
6 Months to 4 Years of Service	100	±1	4	12	15	36	33	±3	3.8	±0.1
5 to 10 Years of Service	100	±1	6	13	15	35	32	±3	3.7	±0.1
11 to 20 Years of Service	100	±1	5	13	15	35	31	±2	3.7	±0.1
21 to 30 Years of Service	100	±1	5	14	15	36	31	±2	3.7	±0.1
More Than 30 Years of Service	100	±1	6	14	14	35	31	±2	3.7	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	5	13	16	36	30	±1	3.7	±0.1
Female	100	±1	6	13	13	34	34	±2	3.8	±0.1
Non-Hispanic White	100	±1	5	13	14	36	32	±1	3.8	±0.1
Total Minority	100	±1	6	14	15	35	30	±2	3.7	±0.1
Non-Hispanic Black	100	±1	7	14	14	35	30	±2	3.7	±0.1
Hispanic	99	±1	7	13	14	34	32	±3	3.7	±0.1
Non-Hispanic Asian	100	±1	4	11	20	38	28	±3	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will...

a. Leave your organization to take another job within the DoD?

1. Very unlikely
2. Unlikely
3. Neither likely nor unlikely
4. Likely
5. Very likely

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
OVERALL AND COMPONENT										
Total DoD	97	±1	21	25	19	22	14	±1	2.8	±0.1
Army	97	±1	21	25	18	22	15	±2	2.9	±0.1
Navy	97	±1	22	27	19	20	12	±2	2.7	±0.1
Marine Corps	97	±2	22	21	17	22	18	±5	2.9	±0.2
Air Force	98	±1	18	23	19	23	17	±2	3.0	±0.1
DoD Agencies/Field Activities	96	±1	22	26	18	22	13	±3	2.8	±0.1
PAY PLAN/GRADE										
White Collar Total	97	±1	20	24	18	22	15	±1	2.9	±0.1
GS 1 to 4	98	±2	15	18	20	24	23	±4	3.2	±0.2
GS 5 to 8	97	±1	19	21	18	24	19	±2	3.0	±0.1
GS 9 to 12	97	±1	20	25	18	22	14	±2	2.9	±0.1
GS/GM 13 to 15	97	±1	23	27	16	21	12	±3	2.7	±0.1
SES	95	±2	26	29	15	19	10	±5	2.6	±0.2
Blue Collar Total	98	±1	21	27	20	21	12	±2	2.7	±0.1
WG 1 to 5	98	±2	15	25	18	24	17	±5	3.0	±0.2
WG 6 to 9	98	±1	20	24	18	25	13	±4	2.9	±0.1
WG 10 to 15	99	±1	19	25	24	20	12	±3	2.8	±0.1
WS/WL 1 to 19	97	±2	28	36	15	14	7	±5	2.4	±0.1
NSPS Pay Plans	97	±1	16	26	19	25	14	±2	2.9	±0.1
Demo/APS Pay Plans	97	±1	20	30	21	20	9	±2	2.7	±0.1
NSPS STATUS										
Spiral 1.1	97	±1	16	26	19	25	14	±2	2.9	±0.1
All Others	97	±1	21	25	19	22	14	±1	2.8	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	19	28	20	22	10	±2	2.8	±0.1
Administrative	97	±1	21	24	17	22	15	±2	2.9	±0.1
Technical	97	±1	21	23	19	22	16	±2	2.9	±0.1
Clerical	97	±1	18	18	18	24	23	±3	3.2	±0.1
Other White Collar	99	±1	23	22	19	20	16	±4	2.8	±0.2
Blue Collar	98	±1	21	27	20	21	12	±2	2.7	±0.1
Scientists	97	±2	23	33	21	16	6	±4	2.5	±0.1
Engineers	98	±1	15	28	23	24	10	±3	2.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	24	24	18	21	13	±3	2.8	±0.1
Manager	96	±2	21	25	15	21	18	±4	2.9	±0.2
Wage Leader	97	±3	24	29	17	20	10	±6	2.6	±0.2
Wage Supervisor	97	±2	27	34	17	15	7	±6	2.4	±0.2
Team Leader	97	±1	20	26	17	22	15	±3	2.9	±0.1
Non-Supervisor	98	±1	20	25	19	22	14	±1	2.9	±0.1
EDUCATION										
No College	97	±1	27	27	18	18	10	±2	2.6	±0.1
Some College	97	±1	21	24	18	22	15	±1	2.9	±0.1
4-Year Degree	97	±1	16	26	20	24	14	±2	2.9	±0.1
Graduate/Professional Degree	97	±1	20	25	17	23	15	±2	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will...

a. Leave your organization to take another job within the DoD?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
SCHEDULE/LOCATION										
Full-Time	97	±1	21	25	18	22	14	±1	2.8	±0.1
Other Than Full-Time	97	±2	17	22	21	23	17	±5	3.0	±0.2
CONUS	97	±1	21	25	19	22	13	±1	2.8	±0.1
OCONUS	98	±1	19	21	17	21	22	±3	3.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	97	±1	20	26	18	22	15	±1	2.9	±0.1
In Bargaining Unit	97	±1	21	24	20	22	13	±1	2.8	±0.1
DISABILITY										
No Disability	97	±1	21	25	19	22	14	±1	2.8	±0.1
Disability	97	±1	20	24	17	23	17	±2	2.9	±0.1
Targeted Disability	97	±2	19	25	18	22	16	±4	2.9	±0.1
Other Disability	97	±1	20	23	17	23	17	±2	2.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	20	26	19	22	13	±1	2.8	±0.1
Veteran	97	±1	21	24	18	22	16	±2	2.9	±0.1
10 Point, 30%	98	±1	17	22	16	24	22	±3	3.1	±0.1
10 Point, Not 30%	98	±1	19	22	16	25	17	±4	3.0	±0.2
5 Point	97	±1	21	25	18	21	14	±2	2.8	±0.1
No Preference	97	±2	23	24	18	20	15	±4	2.8	±0.2
TYPE OF APPOINTMENT										
Permanent	97	±1	21	25	18	22	14	±1	2.8	±0.1
Non-Permanent	97	±2	13	19	21	26	21	±4	3.2	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	95	±1	30	29	15	16	9	±2	2.4	±0.1
FERS	98	±1	17	24	20	24	16	±1	3.0	±0.1
Other Plan	96	±2	17	21	21	22	19	±4	3.1	±0.2
Not Eligible	98	±1	16	24	21	24	15	±2	3.0	±0.1
Optional Eligible	97	±1	25	26	17	19	13	±2	2.7	±0.1
Discontinued Service	96	±2	23	26	17	21	13	±3	2.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	11	18	24	28	18	±3	3.2	±0.1
30 to 39 Years Old	99	±1	12	20	23	25	20	±2	3.2	±0.1
40 to 49 Years Old	99	±1	15	24	19	26	16	±2	3.0	±0.1
50 to 59 Years Old	96	±1	27	29	16	18	10	±2	2.6	±0.1
60 Years Old or More	92	±2	41	30	13	10	6	±3	2.1	±0.1
6 Months to 4 Years of Service	99	±1	12	20	24	27	17	±3	3.2	±0.1
5 to 10 Years of Service	99	±1	14	21	21	27	19	±3	3.2	±0.1
11 to 20 Years of Service	98	±1	17	23	19	24	16	±2	3.0	±0.1
21 to 30 Years of Service	97	±1	22	28	18	20	12	±2	2.7	±0.1
More Than 30 Years of Service	94	±1	36	30	13	12	9	±2	2.3	±0.1
GENDER & RACE/ETHNICITY										
Male	97	±1	20	26	20	21	13	±1	2.8	±0.1
Female	97	±1	21	23	16	23	16	±2	2.9	±0.1
Non-Hispanic White	97	±1	22	26	19	21	12	±1	2.7	±0.1
Total Minority	98	±1	17	21	18	25	19	±2	3.1	±0.1
Non-Hispanic Black	97	±1	16	20	16	26	22	±2	3.2	±0.1
Hispanic	98	±1	19	20	18	24	19	±3	3.0	±0.1
Non-Hispanic Asian	97	±1	15	27	22	23	13	±3	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will...

b. Leave to take another job in the Federal Government outside of the DoD?

1. Very unlikely
2. Unlikely
3. Neither likely nor unlikely
4. Likely
5. Very likely

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
OVERALL AND COMPONENT										
Total DoD	97	±1	27	31	20	15	8	±1	2.5	±0.1
Army	97	±1	27	30	19	17	7	±2	2.5	±0.1
Navy	97	±1	28	32	19	14	7	±2	2.4	±0.1
Marine Corps	96	±2	28	31	19	14	8	±5	2.4	±0.2
Air Force	97	±1	27	32	20	14	7	±2	2.4	±0.1
DoD Agencies/Field Activities	96	±1	26	29	20	17	8	±3	2.5	±0.1
PAY PLAN/GRADE										
White Collar Total	97	±1	27	29	19	16	8	±1	2.5	±0.1
GS 1 to 4	98	±1	18	24	26	20	12	±4	2.8	±0.1
GS 5 to 8	97	±1	25	27	20	18	11	±2	2.6	±0.1
GS 9 to 12	96	±1	27	30	20	16	7	±2	2.5	±0.1
GS/GM 13 to 15	96	±1	31	32	17	14	6	±3	2.3	±0.1
SES	95	±2	36	27	18	12	6	±5	2.3	±0.2
Blue Collar Total	98	±1	27	34	20	13	7	±2	2.4	±0.1
WG 1 to 5	98	±2	21	33	21	18	7	±6	2.6	±0.2
WG 6 to 9	97	±2	27	33	18	16	7	±4	2.4	±0.1
WG 10 to 15	98	±1	24	33	23	13	7	±3	2.5	±0.1
WS/WL 1 to 19	97	±2	33	37	17	9	5	±5	2.2	±0.1
NSPS Pay Plans	96	±1	23	29	20	19	9	±2	2.6	±0.1
Demo/APS Pay Plans	97	±1	28	35	21	11	4	±2	2.3	±0.1
NSPS STATUS										
Spiral 1.1	96	±1	23	29	20	19	9	±2	2.6	±0.1
All Others	97	±1	27	31	20	15	7	±1	2.5	±0.1
OCCUPATIONAL GROUPS										
Professional	97	±1	25	33	20	15	6	±2	2.4	±0.1
Administrative	96	±1	29	30	18	16	8	±2	2.4	±0.1
Technical	97	±1	27	28	19	17	9	±2	2.5	±0.1
Clerical	97	±1	24	24	23	18	12	±3	2.7	±0.1
Other White Collar	98	±1	29	27	17	17	10	±4	2.5	±0.1
Blue Collar	98	±1	27	34	20	13	7	±2	2.4	±0.1
Scientists	97	±2	24	34	22	14	5	±4	2.4	±0.1
Engineers	98	±1	23	35	24	15	3	±3	2.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	97	±1	29	29	19	15	7	±3	2.4	±0.1
Manager	95	±2	30	31	16	15	8	±4	2.4	±0.1
Wage Leader	98	±3	30	34	20	11	6	±6	2.3	±0.2
Wage Supervisor	96	±3	30	34	19	11	5	±6	2.3	±0.2
Team Leader	97	±1	28	31	18	15	8	±3	2.4	±0.1
Non-Supervisor	97	±1	26	31	20	16	8	±1	2.5	±0.1
EDUCATION										
No College	96	±1	33	33	17	11	5	±3	2.2	±0.1
Some College	97	±1	28	29	19	15	8	±2	2.5	±0.1
4-Year Degree	97	±1	22	31	21	18	7	±2	2.6	±0.1
Graduate/Professional Degree	97	±1	27	30	19	15	8	±2	2.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will...

b. Leave to take another job in the Federal Government outside of the DoD?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
SCHEDULE/LOCATION										
Full-Time	97	±1	27	31	19	15	7	±1	2.4	±0.1
Other Than Full-Time	98	±1	17	25	25	22	10	±5	2.8	±0.2
CONUS	97	±1	27	31	19	15	7	±1	2.4	±0.1
OCONUS	97	±1	24	28	20	19	9	±3	2.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	97	±1	27	31	19	16	8	±1	2.5	±0.1
In Bargaining Unit	97	±1	27	30	20	15	7	±2	2.5	±0.1
DISABILITY										
No Disability	97	±1	27	31	19	15	7	±1	2.4	±0.1
Disability	97	±1	25	29	21	16	9	±2	2.6	±0.1
Targeted Disability	97	±2	24	30	23	16	8	±4	2.5	±0.1
Other Disability	97	±1	25	29	20	16	10	±3	2.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	27	31	20	15	7	±1	2.4	±0.1
Veteran	97	±1	26	30	19	16	9	±2	2.5	±0.1
10 Point, 30%	97	±1	23	28	20	17	12	±3	2.7	±0.1
10 Point, Not 30%	97	±1	23	30	22	16	10	±4	2.6	±0.1
5 Point	97	±1	28	30	19	15	8	±2	2.5	±0.1
No Preference	97	±1	28	29	19	17	8	±4	2.5	±0.1
TYPE OF APPOINTMENT										
Permanent	97	±1	27	31	19	15	7	±1	2.4	±0.1
Non-Permanent	98	±2	17	25	25	22	11	±4	2.9	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	94	±1	36	33	15	11	5	±2	2.2	±0.1
FERS	98	±1	24	30	21	17	8	±1	2.6	±0.1
Other Plan	96	±2	22	25	24	20	8	±4	2.7	±0.1
Not Eligible	98	±1	24	30	21	17	8	±2	2.6	±0.1
Optional Eligible	96	±1	30	31	18	14	7	±2	2.4	±0.1
Discontinued Service	96	±2	29	31	18	14	7	±3	2.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	16	26	28	21	8	±3	2.8	±0.1
30 to 39 Years Old	99	±1	19	27	24	19	11	±2	2.8	±0.1
40 to 49 Years Old	98	±1	23	31	20	18	8	±2	2.6	±0.1
50 to 59 Years Old	95	±1	33	33	16	12	6	±2	2.3	±0.1
60 Years Old or More	91	±2	44	32	13	7	4	±3	1.9	±0.1
6 Months to 4 Years of Service	99	±1	17	27	26	20	9	±3	2.8	±0.1
5 to 10 Years of Service	99	±1	19	30	23	18	11	±3	2.7	±0.1
11 to 20 Years of Service	98	±1	25	29	20	18	9	±2	2.6	±0.1
21 to 30 Years of Service	96	±1	30	33	18	14	6	±2	2.3	±0.1
More Than 30 Years of Service	93	±1	41	32	14	8	5	±2	2.0	±0.1
GENDER & RACE/ETHNICITY										
Male	97	±1	26	32	21	15	7	±1	2.4	±0.1
Female	96	±1	28	29	18	17	8	±2	2.5	±0.1
Non-Hispanic White	97	±1	30	31	19	14	6	±1	2.3	±0.1
Total Minority	97	±1	20	29	20	20	12	±2	2.7	±0.1
Non-Hispanic Black	97	±1	20	27	18	21	14	±2	2.8	±0.1
Hispanic	97	±2	22	29	19	20	11	±3	2.7	±0.1
Non-Hispanic Asian	97	±2	18	33	24	17	8	±4	2.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will...

c. Leave the Federal Government for a private sector job?

1. Very unlikely
2. Unlikely
3. Neither likely nor unlikely
4. Likely
5. Very likely

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
OVERALL AND COMPONENT										
Total DoD	97	±1	38	30	15	11	5	±1	2.1	±0.1
Army	97	±1	38	30	16	11	5	±2	2.2	±0.1
Navy	97	±1	39	30	15	11	6	±2	2.1	±0.1
Marine Corps	96	±2	44	27	13	10	5	±5	2.1	±0.2
Air Force	97	±1	38	31	15	10	5	±2	2.1	±0.1
DoD Agencies/Field Activities	96	±1	39	30	14	11	6	±3	2.2	±0.1
PAY PLAN/GRADE										
White Collar Total	97	±1	38	30	15	11	6	±1	2.2	±0.1
GS 1 to 4	97	±2	30	30	19	13	8	±4	2.4	±0.1
GS 5 to 8	96	±1	39	30	15	10	6	±2	2.1	±0.1
GS 9 to 12	97	±1	40	30	15	10	5	±2	2.1	±0.1
GS/GM 13 to 15	96	±1	37	31	14	12	6	±3	2.2	±0.1
SES	95	±2	22	23	11	23	19	±5	2.9	±0.2
Blue Collar Total	98	±1	40	30	15	11	5	±2	2.1	±0.1
WG 1 to 5	98	±2	36	28	17	15	3	±6	2.2	±0.2
WG 6 to 9	97	±2	41	32	14	9	5	±4	2.0	±0.1
WG 10 to 15	98	±1	37	29	17	11	5	±3	2.2	±0.1
WS/WL 1 to 19	97	±2	43	30	11	11	5	±5	2.1	±0.2
NSPS Pay Plans	96	±1	41	30	14	11	4	±3	2.1	±0.1
Demo/APS Pay Plans	97	±1	35	32	17	11	5	±2	2.2	±0.1
NSPS STATUS										
Spiral 1.1	96	±1	41	30	14	11	4	±3	2.1	±0.1
All Others	97	±1	38	30	15	11	5	±1	2.1	±0.1
OCCUPATIONAL GROUPS										
Professional	97	±1	34	31	17	13	5	±2	2.2	±0.1
Administrative	96	±1	40	31	14	10	5	±2	2.1	±0.1
Technical	96	±1	40	29	15	11	6	±2	2.1	±0.1
Clerical	96	±1	39	29	17	9	6	±3	2.1	±0.1
Other White Collar	98	±1	35	28	17	11	10	±4	2.3	±0.1
Blue Collar	98	±1	40	30	15	11	5	±2	2.1	±0.1
Scientists	98	±2	29	31	21	13	7	±4	2.4	±0.1
Engineers	98	±1	30	34	18	13	5	±3	2.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	97	±1	39	29	14	12	6	±3	2.1	±0.1
Manager	95	±2	34	30	14	14	9	±4	2.3	±0.1
Wage Leader	97	±3	42	28	16	9	5	±7	2.1	±0.2
Wage Supervisor	97	±2	41	27	12	14	5	±6	2.1	±0.2
Team Leader	97	±1	38	30	14	11	5	±3	2.1	±0.1
Non-Supervisor	97	±1	39	30	15	10	5	±1	2.1	±0.1
EDUCATION										
No College	96	±1	47	30	11	8	4	±3	1.9	±0.1
Some College	97	±1	40	29	15	10	5	±2	2.1	±0.1
4-Year Degree	97	±1	34	32	16	12	5	±2	2.2	±0.1
Graduate/Professional Degree	97	±1	34	29	16	14	7	±2	2.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will...

c. Leave the Federal Government for a private sector job?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
SCHEDULE/LOCATION										
Full-Time	97	±1	39	30	15	11	5	±1	2.1	±0.1
Other Than Full-Time	97	±2	24	28	20	17	11	±5	2.6	±0.2
CONUS	97	±1	39	30	15	11	5	±1	2.1	±0.1
OCONUS	97	±1	35	28	17	13	7	±3	2.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	97	±1	37	30	15	12	6	±2	2.2	±0.1
In Bargaining Unit	97	±1	40	30	16	10	5	±2	2.1	±0.1
DISABILITY										
No Disability	97	±1	39	30	15	11	5	±1	2.1	±0.1
Disability	96	±1	36	31	16	11	6	±2	2.2	±0.1
Targeted Disability	96	±2	35	32	15	12	5	±4	2.2	±0.1
Other Disability	96	±1	37	30	16	11	6	±3	2.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	40	30	15	10	5	±2	2.1	±0.1
Veteran	97	±1	36	31	16	12	6	±2	2.2	±0.1
10 Point, 30%	97	±1	33	32	16	13	7	±3	2.3	±0.1
10 Point, Not 30%	98	±1	36	33	16	10	5	±4	2.2	±0.1
5 Point	96	±1	37	30	15	12	6	±2	2.2	±0.1
No Preference	97	±2	35	30	17	12	6	±4	2.2	±0.1
TYPE OF APPOINTMENT										
Permanent	97	±1	39	30	15	11	5	±1	2.1	±0.1
Non-Permanent	97	±2	24	24	23	18	12	±4	2.7	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	95	±1	41	28	13	12	6	±2	2.1	±0.1
FERS	98	±1	38	32	16	10	5	±1	2.1	±0.1
Other Plan	96	±2	29	24	19	17	11	±4	2.6	±0.2
Not Eligible	98	±1	38	31	15	11	5	±2	2.1	±0.1
Optional Eligible	96	±1	39	30	15	11	5	±2	2.1	±0.1
Discontinued Service	95	±2	40	29	15	11	6	±3	2.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	27	26	22	18	7	±3	2.5	±0.1
30 to 39 Years Old	99	±1	35	32	18	11	5	±3	2.2	±0.1
40 to 49 Years Old	98	±1	41	31	15	8	4	±2	2.0	±0.1
50 to 59 Years Old	95	±1	39	30	13	12	6	±2	2.2	±0.1
60 Years Old or More	91	±2	41	27	14	11	6	±3	2.1	±0.1
6 Months to 4 Years of Service	98	±1	29	29	20	15	7	±3	2.4	±0.1
5 to 10 Years of Service	99	±1	34	31	19	11	5	±3	2.2	±0.1
11 to 20 Years of Service	98	±1	41	33	13	9	4	±2	2.0	±0.1
21 to 30 Years of Service	96	±1	42	30	14	10	4	±2	2.0	±0.1
More Than 30 Years of Service	93	±1	37	27	13	15	8	±2	2.3	±0.1
GENDER & RACE/ETHNICITY										
Male	97	±1	35	31	16	12	6	±1	2.2	±0.1
Female	96	±1	44	29	13	9	5	±2	2.0	±0.1
Non-Hispanic White	97	±1	39	30	15	11	5	±1	2.1	±0.1
Total Minority	97	±1	37	30	16	11	6	±2	2.2	±0.1
Non-Hispanic Black	97	±1	38	31	15	11	6	±2	2.1	±0.1
Hispanic	97	±1	39	28	15	11	7	±3	2.2	±0.1
Non-Hispanic Asian	96	±1	32	35	19	10	4	±4	2.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will...

d. Retire from Federal Service?

1. Very unlikely
2. Unlikely
3. Neither likely nor unlikely
4. Likely
5. Very likely

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
OVERALL AND COMPONENT										
Total DoD	99	±1	40	16	10	14	20	±1	2.6	±0.1
Army	99	±1	38	16	10	15	21	±2	2.6	±0.1
Navy	99	±1	41	15	9	14	21	±2	2.6	±0.1
Marine Corps	99	±1	44	13	10	11	22	±5	2.6	±0.2
Air Force	99	±1	41	17	10	13	19	±2	2.5	±0.1
DoD Agencies/Field Activities	99	±1	40	15	10	13	21	±3	2.6	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	40	16	10	14	20	±1	2.6	±0.1
GS 1 to 4	98	±2	40	15	16	13	15	±4	2.5	±0.2
GS 5 to 8	99	±1	38	15	11	15	21	±2	2.7	±0.1
GS 9 to 12	99	±1	40	16	10	14	20	±2	2.6	±0.1
GS/GM 13 to 15	99	±1	40	16	8	14	22	±3	2.6	±0.1
SES	99	±1	22	11	10	23	34	±4	3.4	±0.2
Blue Collar Total	99	±1	37	15	10	15	23	±2	2.7	±0.1
WG 1 to 5	98	±2	35	17	16	14	18	±6	2.6	±0.2
WG 6 to 9	99	±1	36	15	10	14	24	±4	2.8	±0.2
WG 10 to 15	99	±1	41	14	10	15	21	±3	2.6	±0.1
WS/WL 1 to 19	100	±1	31	17	8	16	28	±4	2.9	±0.2
NSPS Pay Plans	99	±1	45	16	8	13	17	±3	2.4	±0.1
Demo/APS Pay Plans	99	±1	46	18	9	11	16	±2	2.3	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	45	16	8	13	17	±3	2.4	±0.1
All Others	99	±1	40	16	10	14	20	±1	2.6	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	48	17	9	11	15	±2	2.3	±0.1
Administrative	99	±1	38	16	10	15	22	±2	2.7	±0.1
Technical	99	±1	36	17	10	16	22	±2	2.7	±0.1
Clerical	99	±1	38	14	13	15	20	±3	2.6	±0.1
Other White Collar	100	±1	46	12	10	12	20	±4	2.5	±0.2
Blue Collar	99	±1	37	15	10	15	23	±2	2.7	±0.1
Scientists	99	±1	46	16	10	12	16	±4	2.3	±0.2
Engineers	99	±1	51	17	9	11	12	±3	2.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	37	16	10	15	22	±3	2.7	±0.1
Manager	99	±1	36	14	11	16	24	±4	2.8	±0.2
Wage Leader	100	±1	31	15	10	16	27	±6	2.9	±0.2
Wage Supervisor	99	±1	30	16	8	14	32	±6	3.0	±0.2
Team Leader	99	±1	42	15	11	12	19	±3	2.5	±0.1
Non-Supervisor	99	±1	41	16	10	14	19	±1	2.6	±0.1
EDUCATION										
No College	99	±1	32	15	10	16	28	±2	2.9	±0.1
Some College	99	±1	36	15	11	15	22	±2	2.7	±0.1
4-Year Degree	99	±1	46	17	9	12	16	±2	2.3	±0.1
Graduate/Professional Degree	99	±1	46	16	9	13	16	±2	2.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will...
d. Retire from Federal Service?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Likelihood	
SCHEDULE/LOCATION										
Full-Time	99	±1	39	16	10	14	21	±1	2.6	±0.1
Other Than Full-Time	98	±2	45	16	16	12	11	±5	2.3	±0.2
CONUS	99	±1	39	16	10	14	21	±1	2.6	±0.1
OCONUS	99	±1	41	16	13	11	18	±4	2.5	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	41	16	10	14	20	±2	2.6	±0.1
In Bargaining Unit	99	±1	39	16	11	14	21	±2	2.6	±0.1
DISABILITY										
No Disability	99	±1	41	16	10	14	20	±1	2.5	±0.1
Disability	99	±1	32	16	12	17	24	±2	2.8	±0.1
Targeted Disability	99	±1	34	14	12	16	24	±4	2.8	±0.2
Other Disability	99	±1	31	17	12	17	23	±3	2.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	43	15	10	12	19	±2	2.5	±0.1
Veteran	99	±1	35	16	10	16	22	±2	2.7	±0.1
10 Point, 30%	99	±1	36	17	12	16	19	±3	2.6	±0.1
10 Point, Not 30%	99	±1	37	18	10	15	20	±4	2.6	±0.2
5 Point	99	±1	32	15	10	17	25	±2	2.9	±0.1
No Preference	99	±1	46	20	10	11	14	±4	2.3	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	39	16	10	14	21	±1	2.6	±0.1
Non-Permanent	98	±2	52	14	17	9	8	±4	2.1	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	19	12	9	21	38	±2	3.5	±0.1
FERS	99	±1	48	17	10	11	14	±1	2.3	±0.1
Other Plan	97	±2	38	16	15	14	16	±4	2.5	±0.2
Not Eligible	99	±1	52	17	10	10	11	±2	2.1	±0.1
Optional Eligible	99	±1	30	14	10	17	28	±2	3.0	±0.1
Discontinued Service	98	±1	21	17	12	20	30	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	67	9	12	6	6	±3	1.7	±0.1
30 to 39 Years Old	99	±1	64	13	9	7	8	±3	1.8	±0.1
40 to 49 Years Old	99	±1	51	22	10	8	10	±2	2.0	±0.1
50 to 59 Years Old	99	±1	20	16	10	22	32	±2	3.3	±0.1
60 Years Old or More	99	±1	10	5	9	25	50	±3	4.0	±0.1
6 Months to 4 Years of Service	99	±1	61	12	13	7	7	±3	1.9	±0.1
5 to 10 Years of Service	99	±1	59	14	9	9	9	±3	1.9	±0.1
11 to 20 Years of Service	99	±1	49	19	9	11	13	±2	2.2	±0.1
21 to 30 Years of Service	99	±1	30	19	11	17	24	±2	2.9	±0.1
More Than 30 Years of Service	99	±1	12	9	8	24	47	±2	3.9	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	39	16	10	14	21	±1	2.6	±0.1
Female	99	±1	41	16	10	14	20	±2	2.6	±0.1
Non-Hispanic White	99	±1	42	16	9	14	20	±1	2.5	±0.1
Total Minority	99	±1	34	16	12	16	22	±2	2.8	±0.1
Non-Hispanic Black	99	±1	32	17	12	16	23	±2	2.8	±0.1
Hispanic	98	±1	37	15	11	15	23	±3	2.7	±0.1
Non-Hispanic Asian	99	±1	33	15	13	16	23	±4	2.8	±0.2

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will leave DoD for a job in the Federal Government outside of DoD, for a private sector job, or to retire from Federal Service? Constructed from Q40b-d.

	Percent Responding		Percentages Likely	Max ME	Percentage Reporting Plans To Leave DoD in Next 5 Years
OVERALL AND COMPONENT					
Total DoD	99	±1	53	±1	
Army	99	±1	55	±2	
Navy	99	±1	52	±2	
Marine Corps	99	±1	52	±5	
Air Force	99	±1	50	±2	
DoD Agencies/Field Activities	99	±1	56	±3	
PAY PLAN/GRADE					
White Collar Total	99	±1	54	±1	
GS 1 to 4	100	±1	56	±4	
GS 5 to 8	99	±1	57	±2	
GS 9 to 12	99	±1	53	±2	
GS/GM 13 to 15	99	±1	53	±3	
SES	100	±1	73	±4	
Blue Collar Total	99	±1	53	±2	
WG 1 to 5	99	±1	52	±6	
WG 6 to 9	99	±1	53	±4	
WG 10 to 15	99	±1	52	±3	
WS/WL 1 to 19	100	±1	53	±5	
NSPS Pay Plans	99	±1	54	±3	
Demo/APS Pay Plans	99	±1	42	±2	
NSPS STATUS					
Spiral 1.1	99	±1	54	±3	
All Others	99	±1	53	±1	
OCCUPATIONAL GROUPS					
Professional	99	±1	48	±2	
Administrative	99	±1	55	±2	
Technical	99	±1	57	±2	
Clerical	99	±1	57	±3	
Other White Collar	100	±1	55	±4	
Blue Collar	99	±1	52	±2	
Scientists	99	±1	48	±4	
Engineers	99	±1	43	±3	
SUPERVISOR/MANAGER					
Supervisor	99	±1	56	±3	
Manager	100	±1	58	±4	
Wage Leader	100	±1	54	±6	
Wage Supervisor	100	±1	57	±6	
Team Leader	100	±1	51	±3	
Non-Supervisor	99	±1	52	±1	
EDUCATION					
No College	99	±1	54	±3	
Some College	99	±1	55	±2	
4-Year Degree	99	±1	51	±2	
Graduate/Professional Degree	99	±1	51	±2	

Note. Percent responding are Civilian employees who answered the question.

40. In the next 5 years, how likely is it that you will leave DoD for a job in the Federal Government outside of DoD, for a private sector job, or to retire from Federal Service? Constructed from Q40b-d.

	Percent Responding		Percentages Likely	Max ME	Percentage Reporting Plans To Leave DoD in Next 5 Years
SCHEDULE/LOCATION					
Full-Time	99	±1	53	±1	
Other Than Full-Time	99	±1	56	±5	
CONUS	99	±1	53	±1	
OCONUS	100	±1	54	±4	
BARGAINING UNIT					
Not in Bargaining Unit	99	±1	54	±2	
In Bargaining Unit	99	±1	52	±2	
DISABILITY					
No Disability	99	±1	52	±1	
Disability	99	±1	58	±2	
Targeted Disability	99	±1	56	±4	
Other Disability	99	±1	59	±3	
VETERAN/PREFERENCE					
Non-Veteran	99	±1	50	±2	
Veteran	99	±1	57	±2	
10 Point, 30%	99	±1	57	±3	
10 Point, Not 30%	100	±1	53	±4	
5 Point	99	±1	59	±2	
No Preference	100	±1	48	±4	
TYPE OF APPOINTMENT					
Permanent	99	±1	53	±1	
Non-Permanent	99	±1	55	±4	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	99	±1	67	±2	
FERS	99	±1	47	±1	
Other Plan	99	±1	60	±4	
Not Eligible	99	±1	45	±2	
Optional Eligible	99	±1	60	±2	
Discontinued Service	99	±1	62	±3	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	100	±1	47	±3	
30 to 39 Years Old	99	±1	44	±3	
40 to 49 Years Old	99	±1	41	±2	
50 to 59 Years Old	99	±1	63	±2	
60 Years Old or More	100	±1	79	±2	
6 Months to 4 Years of Service	99	±1	47	±3	
5 to 10 Years of Service	99	±1	45	±3	
11 to 20 Years of Service	99	±1	46	±2	
21 to 30 Years of Service	99	±1	54	±2	
More Than 30 Years of Service	99	±1	76	±2	
GENDER & RACE/ETHNICITY					
Male	99	±1	53	±1	
Female	99	±1	53	±2	
Non-Hispanic White	99	±1	50	±1	
Total Minority	99	±1	60	±2	
Non-Hispanic Black	99	±1	63	±2	
Hispanic	99	±1	59	±3	
Non-Hispanic Asian	99	±1	55	±4	

Note: Percent responding are Civilian employees who answered the question.

41. In the coming year, do you plan to look for another job?

1. No
2. Yes, I plan to look both inside and outside the Federal Government
3. Yes, but only outside the Federal Government
4. Yes, but only within the Federal Government
5. I have not decided whether to look for another job

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Percentage Reporting Yes	
OVERALL AND COMPONENT										
Total DoD	100	±1	44	13	3	25	15	±1	41.0	±1.0
Army	100	±1	44	15	2	24	15	±2	41.0	±2.0
Navy	100	±1	45	12	3	24	16	±2	39.0	±2.0
Marine Corps	100	±1	38	15	2	31	14	±5	48.0	±5.0
Air Force	100	±1	41	14	3	27	15	±2	44.0	±2.0
DoD Agencies/Field Activities	99	±1	45	12	3	25	15	±3	40.0	±3.0
PAY PLAN/GRADE										
White Collar Total	100	±1	43	14	3	26	15	±1	42.0	±1.0
GS 1 to 4	100	±1	36	21	2	27	14	±4	50.0	±4.0
GS 5 to 8	100	±1	38	15	2	30	15	±2	47.0	±2.0
GS 9 to 12	100	±1	44	13	2	26	15	±2	41.0	±2.0
GS/GM 13 to 15	100	±1	45	12	4	23	16	±3	39.0	±3.0
SES	100	±0	50	11	10	14	15	±5	36.0	±5.0
Blue Collar Total	100	±1	46	13	3	25	14	±2	40.0	±2.0
WG 1 to 5	100	±1	42	17	1	25	14	±6	44.0	±6.0
WG 6 to 9	100	±1	43	14	3	25	15	±4	42.0	±4.0
WG 10 to 15	100	±1	45	13	3	27	13	±3	42.0	±3.0
WS/WL 1 to 19	100	±1	53	10	3	21	13	±5	34.0	±4.0
NSPS Pay Plans	100	±1	39	12	2	28	19	±3	42.0	±3.0
Demo/APS Pay Plans	100	±1	51	10	3	18	18	±2	31.0	±2.0
NSPS STATUS										
Spiral 1.1	100	±1	39	12	2	28	19	±3	42.0	±3.0
All Others	100	±1	44	13	3	25	15	±1	41.0	±1.0
OCCUPATIONAL GROUPS										
Professional	100	±1	47	13	3	20	17	±2	36.0	±2.0
Administrative	100	±1	43	13	3	26	15	±2	41.0	±2.0
Technical	100	±1	41	15	2	28	14	±2	45.0	±2.0
Clerical	100	±1	35	16	2	33	14	±3	51.0	±3.0
Other White Collar	100	±1	45	17	4	18	15	±4	39.0	±4.0
Blue Collar	100	±1	46	13	3	25	14	±2	40.0	±2.0
Scientists	100	±1	47	13	4	17	20	±4	34.0	±4.0
Engineers	99	±1	44	13	2	21	20	±3	36.0	±3.0
SUPERVISOR/MANAGER										
Supervisor	100	±1	44	14	3	24	15	±3	41.0	±3.0
Manager	100	±1	45	16	4	22	13	±4	43.0	±4.0
Wage Leader	100	±0	46	10	2	28	14	±6	40.0	±6.0
Wage Supervisor	99	±1	52	9	3	20	16	±6	32.0	±5.0
Team Leader	100	±1	42	12	3	27	16	±3	42.0	±3.0
Non-Supervisor	100	±1	44	13	2	25	15	±1	41.0	±1.0
EDUCATION										
No College	100	±1	55	8	2	21	14	±3	32.0	±2.0
Some College	100	±1	42	13	3	27	15	±2	43.0	±2.0
4-Year Degree	100	±1	42	15	3	24	17	±2	42.0	±2.0
Graduate/Professional Degree	100	±1	43	16	3	23	15	±2	42.0	±2.0

Note. Percent responding are Civilian employees who answered the question.

41. In the coming year, do you plan to look for another job?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Percentage Reporting Yes	
SCHEDULE/LOCATION										
Full-Time	100	±1	44	13	3	25	15	±1	41.0	±1.0
Other Than Full-Time	100	±1	41	26	3	13	16	±5	42.0	±6.0
CONUS	100	±1	44	13	3	25	15	±1	41.0	±1.0
OCONUS	100	±0	42	19	3	21	15	±3	43.0	±4.0
BARGAINING UNIT										
Not in Bargaining Unit	100	±1	44	14	3	24	15	±2	41.0	±2.0
In Bargaining Unit	100	±1	44	13	2	26	15	±2	41.0	±2.0
DISABILITY										
No Disability	100	±1	45	13	3	25	15	±1	40.0	±1.0
Disability	100	±1	40	15	3	26	15	±2	44.0	±2.0
Targeted Disability	100	±1	40	16	3	26	16	±4	44.0	±4.0
Other Disability	100	±1	41	15	3	27	15	±3	44.0	±3.0
VETERAN/PREFERENCE										
Non-Veteran	100	±1	45	12	2	25	16	±2	39.0	±1.0
Veteran	100	±1	43	15	3	25	14	±2	43.0	±2.0
10 Point, 30%	100	±1	38	19	3	28	12	±3	50.0	±3.0
10 Point, Not 30%	100	±1	42	15	2	28	13	±4	45.0	±4.0
5 Point	100	±1	44	14	4	24	14	±2	42.0	±2.0
No Preference	100	±1	46	16	2	22	14	±4	40.0	±4.0
TYPE OF APPOINTMENT										
Permanent	100	±1	45	12	3	25	15	±1	40.0	±1.0
Non-Permanent	100	±1	31	32	3	19	15	±4	54.0	±4.0
RETIREMENT PLAN/ELIGIBILITY										
CSRS	100	±1	51	8	5	21	15	±2	34.0	±2.0
FERS	100	±1	41	15	2	27	15	±1	44.0	±1.0
Other Plan	100	±1	35	25	4	17	19	±4	46.0	±4.0
Not Eligible	100	±1	40	15	2	27	16	±2	44.0	±2.0
Optional Eligible	100	±1	48	11	3	23	14	±2	37.0	±2.0
Discontinued Service	99	±1	44	12	3	26	16	±3	40.0	±3.0
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	36	24	3	20	17	±3	47.0	±3.0
30 to 39 Years Old	100	±1	37	19	1	27	16	±3	47.0	±3.0
40 to 49 Years Old	100	±1	38	14	1	32	15	±2	47.0	±2.0
50 to 59 Years Old	100	±1	49	10	4	23	15	±2	36.0	±2.0
60 Years Old or More	100	±1	65	7	5	9	14	±3	21.0	±2.0
6 Months to 4 Years of Service	100	±1	40	21	2	22	15	±3	45.0	±3.0
5 to 10 Years of Service	100	±1	37	19	2	27	16	±3	47.0	±3.0
11 to 20 Years of Service	100	±1	40	14	1	30	15	±2	46.0	±2.0
21 to 30 Years of Service	100	±1	46	10	2	26	15	±2	39.0	±2.0
More Than 30 Years of Service	100	±1	55	9	7	14	15	±2	30.0	±2.0
GENDER & RACE/ETHNICITY										
Male	100	±1	45	14	3	23	15	±1	41.0	±1.0
Female	100	±1	42	12	2	28	16	±2	42.0	±2.0
Non-Hispanic White	100	±1	46	13	3	24	15	±1	39.0	±1.0
Total Minority	100	±1	37	15	2	29	16	±2	46.0	±2.0
Non-Hispanic Black	100	±1	35	16	2	32	14	±2	50.0	±2.0
Hispanic	99	±1	39	14	3	27	17	±3	44.0	±3.0
Non-Hispanic Asian	100	±1	43	13	2	23	20	±4	38.0	±3.0

Note. Percent responding are Civilian employees who answered the question.

41. In the coming year, do you plan to look for another job outside the Federal Government? Constructed from Q41.

1. No
2. Yes, only within the Federal Government
3. Yes, and at least some of my search will be outside the Federal Government
4. I have not decided whether to look for another job

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes	
OVERALL AND COMPONENT						
Total DoD	100	±1	16	±1	16.0	±1.0
Army	100	±1	17	±2	17.0	±2.0
Navy	100	±1	15	±2	15.0	±2.0
Marine Corps	100	±1	17	±5	17.0	±4.0
Air Force	100	±1	17	±2	17.0	±2.0
DoD Agencies/Field Activities	99	±1	15	±3	15.0	±2.0
PAY PLAN/GRADE						
White Collar Total	100	±1	17	±1	17.0	±1.0
GS 1 to 4	100	±1	23	±4	23.0	±4.0
GS 5 to 8	100	±1	17	±2	17.0	±2.0
GS 9 to 12	100	±1	15	±2	15.0	±2.0
GS/GM 13 to 15	100	±1	16	±3	16.0	±2.0
SES	100	±0	21	±5	21.0	±4.0
Blue Collar Total	100	±1	15	±2	15.0	±2.0
WG 1 to 5	100	±1	19	±6	19.0	±5.0
WG 6 to 9	100	±1	16	±4	16.0	±3.0
WG 10 to 15	100	±1	16	±3	16.0	±3.0
WS/WL 1 to 19	100	±1	13	±5	13.0	±4.0
NSPS Pay Plans	100	±1	14	±3	14.0	±2.0
Demo/APS Pay Plans	100	±1	13	±2	13.0	±2.0
NSPS STATUS						
Spiral 1.1	100	±1	14	±3	14.0	±2.0
All Others	100	±1	16	±1	16.0	±1.0
OCCUPATIONAL GROUPS						
Professional	100	±1	16	±2	16.0	±2.0
Administrative	100	±1	15	±2	15.0	±2.0
Technical	100	±1	17	±2	17.0	±2.0
Clerical	100	±1	18	±3	18.0	±3.0
Other White Collar	100	±1	21	±4	21.0	±4.0
Blue Collar	100	±1	15	±2	15.0	±2.0
Scientists	100	±1	16	±4	16.0	±3.0
Engineers	99	±1	15	±3	15.0	±2.0
SUPERVISOR/MANAGER						
Supervisor	100	±1	17	±3	17.0	±3.0
Manager	100	±1	21	±4	21.0	±4.0
Wage Leader	100	±0	12	±6	12.0	±5.0
Wage Supervisor	99	±1	12	±6	12.0	±4.0
Team Leader	100	±1	15	±3	15.0	±2.0
Non-Supervisor	100	±1	16	±1	16.0	±1.0
EDUCATION						
No College	100	±1	10	±3	10.0	±2.0
Some College	100	±1	16	±2	16.0	±1.0
4-Year Degree	100	±1	18	±2	18.0	±2.0
Graduate/Professional Degree	100	±1	19	±2	19.0	±2.0

Note. Percent responding are Civilian employees who answered the question.

41. In the coming year, do you plan to look for another job outside the Federal Government? Constructed from Q41.

	Percent Responding		Percentages Yes		Max ME	Percentage Reporting Yes	
SCHEDULE/LOCATION							
Full-Time	100	±1	16	±1		16.0	±1.0
Other Than Full-Time	100	±1	29	±5		29.0	±5.0
CONUS	100	±1	16	±1		16.0	±1.0
OCONUS	100	±0	21	±3		21.0	±3.0
BARGAINING UNIT							
Not in Bargaining Unit	100	±1	17	±2		17.0	±1.0
In Bargaining Unit	100	±1	15	±2		15.0	±1.0
DISABILITY							
No Disability	100	±1	16	±1		16.0	±1.0
Disability	100	±1	18	±2		18.0	±2.0
Targeted Disability	100	±1	19	±4		19.0	±3.0
Other Disability	100	±1	18	±3		18.0	±2.0
VETERAN/PREFERENCE							
Non-Veteran	100	±1	14	±2		14.0	±1.0
Veteran	100	±1	19	±2		19.0	±1.0
10 Point, 30%	100	±1	22	±3		22.0	±3.0
10 Point, Not 30%	100	±1	17	±4		17.0	±3.0
5 Point	100	±1	18	±2		18.0	±2.0
No Preference	100	±1	18	±4		18.0	±3.0
TYPE OF APPOINTMENT							
Permanent	100	±1	15	±1		15.0	±1.0
Non-Permanent	100	±1	35	±4		35.0	±4.0
RETIREMENT PLAN/ELIGIBILITY							
CSRS	100	±1	13	±2		13.0	±1.0
FERS	100	±1	16	±1		16.0	±1.0
Other Plan	100	±1	29	±4		29.0	±4.0
Not Eligible	100	±1	17	±2		17.0	±1.0
Optional Eligible	100	±1	15	±2		15.0	±1.0
Discontinued Service	99	±1	14	±3		14.0	±2.0
AGE & LENGTH OF SERVICE							
29 Years Old or Less	100	±1	26	±3		26.0	±3.0
30 to 39 Years Old	100	±1	20	±3		20.0	±2.0
40 to 49 Years Old	100	±1	15	±2		15.0	±2.0
50 to 59 Years Old	100	±1	13	±2		13.0	±1.0
60 Years Old or More	100	±1	12	±3		12.0	±2.0
6 Months to 4 Years of Service	100	±1	23	±3		23.0	±3.0
5 to 10 Years of Service	100	±1	20	±3		20.0	±2.0
11 to 20 Years of Service	100	±1	15	±2		15.0	±2.0
21 to 30 Years of Service	100	±1	12	±2		12.0	±1.0
More Than 30 Years of Service	100	±1	15	±2		15.0	±2.0
GENDER & RACE/ETHNICITY							
Male	100	±1	17	±1		17.0	±1.0
Female	100	±1	14	±2		14.0	±1.0
Non-Hispanic White	100	±1	15	±1		15.0	±1.0
Total Minority	100	±1	18	±2		18.0	±2.0
Non-Hispanic Black	100	±1	18	±2		18.0	±2.0
Hispanic	99	±1	17	±3		17.0	±3.0
Non-Hispanic Asian	100	±1	14	±4		14.0	±3.0

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?

a. I enjoy working for the military.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	1	3	14	47	35	±1	4.1	±0.1
Army	99	±1	1	3	12	47	38	±2	4.2	±0.1
Navy	99	±1	1	3	15	50	32	±2	4.1	±0.1
Marine Corps	99	±2	1	1	9	44	45	±5	4.3	±0.1
Air Force	99	±1	1	3	12	47	37	±2	4.2	±0.1
DoD Agencies/Field Activities	98	±1	1	3	19	45	33	±3	4.1	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	1	3	13	46	36	±1	4.1	±0.1
GS 1 to 4	99	±1	0	2	12	45	41	±4	4.2	±0.1
GS 5 to 8	99	±1	1	2	13	46	38	±2	4.2	±0.1
GS 9 to 12	99	±1	1	3	14	47	36	±2	4.1	±0.1
GS/GM 13 to 15	99	±1	1	3	13	47	36	±3	4.1	±0.1
SES	99	±2	0	2	10	38	51	±5	4.4	±0.1
Blue Collar Total	99	±1	1	3	15	49	33	±2	4.1	±0.1
WG 1 to 5	99	±1	0	2	14	45	38	±6	4.2	±0.1
WG 6 to 9	99	±1	2	1	13	46	39	±4	4.2	±0.1
WG 10 to 15	99	±1	1	3	15	51	30	±3	4.1	±0.1
WS/WL 1 to 19	99	±1	1	3	15	49	32	±5	4.1	±0.1
NSPS Pay Plans	99	±1	0	3	16	50	31	±3	4.1	±0.1
Demo/APS Pay Plans	99	±1	1	2	14	51	32	±2	4.1	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	0	3	16	50	31	±3	4.1	±0.1
All Others	99	±1	1	3	14	47	35	±1	4.1	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	1	4	17	51	28	±2	4.0	±0.1
Administrative	99	±1	1	3	12	44	40	±2	4.2	±0.1
Technical	99	±1	1	2	13	47	37	±2	4.2	±0.1
Clerical	99	±1	0	2	11	43	43	±3	4.3	±0.1
Other White Collar	99	±1	2	5	16	49	28	±4	4.0	±0.1
Blue Collar	99	±1	1	3	14	48	34	±2	4.1	±0.1
Scientists	99	±1	1	5	23	48	22	±4	3.9	±0.1
Engineers	99	±1	1	4	18	54	24	±3	4.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	1	3	12	46	38	±3	4.2	±0.1
Manager	99	±1	1	3	10	41	45	±4	4.3	±0.1
Wage Leader	98	±3	1	2	14	46	38	±6	4.2	±0.1
Wage Supervisor	99	±1	1	4	14	47	34	±6	4.1	±0.1
Team Leader	99	±1	1	2	13	47	36	±3	4.2	±0.1
Non-Supervisor	99	±1	1	3	14	48	34	±1	4.1	±0.1
EDUCATION										
No College	98	±1	1	2	15	47	35	±3	4.1	±0.1
Some College	99	±1	1	3	12	47	38	±2	4.2	±0.1
4-Year Degree	99	±1	1	3	15	49	32	±2	4.1	±0.1
Graduate/Professional Degree	99	±1	1	3	14	46	36	±2	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
a. I enjoy working for the military.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	1	3	14	47	35	±1	4.1	±0.1
Other Than Full-Time	99	±1	0	1	13	49	37	±5	4.2	±0.1
CONUS	99	±1	1	3	14	47	36	±1	4.1	±0.1
OCONUS	99	±1	1	4	14	49	32	±4	4.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	3	13	47	36	±2	4.2	±0.1
In Bargaining Unit	99	±1	1	3	15	48	34	±2	4.1	±0.1
DISABILITY										
No Disability	99	±1	1	3	14	48	34	±1	4.1	±0.1
Disability	99	±1	1	3	13	43	40	±2	4.2	±0.1
Targeted Disability	99	±1	1	3	12	44	41	±4	4.2	±0.1
Other Disability	99	±1	1	3	13	42	40	±3	4.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	1	3	16	50	30	±2	4.1	±0.1
Veteran	99	±1	1	3	11	44	42	±2	4.2	±0.1
10 Point, 30%	99	±1	1	3	7	41	49	±3	4.3	±0.1
10 Point, Not 30%	99	±1	1	2	8	39	49	±4	4.3	±0.1
5 Point	99	±1	1	3	12	46	38	±2	4.2	±0.1
No Preference	99	±1	1	3	10	42	44	±4	4.3	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	1	3	14	48	35	±1	4.1	±0.1
Non-Permanent	99	±1	0	3	14	42	42	±4	4.2	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	1	4	17	49	30	±2	4.0	±0.1
FERS	99	±1	1	2	12	47	38	±1	4.2	±0.1
Other Plan	98	±2	1	3	14	44	38	±4	4.2	±0.1
Not Eligible	99	±1	1	3	13	47	36	±2	4.2	±0.1
Optional Eligible	99	±1	1	3	14	47	35	±2	4.1	±0.1
Discontinued Service	98	±1	1	3	15	49	32	±3	4.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	1	2	14	49	34	±3	4.1	±0.1
30 to 39 Years Old	99	±1	1	3	12	47	37	±3	4.2	±0.1
40 to 49 Years Old	99	±1	1	3	13	47	37	±2	4.2	±0.1
50 to 59 Years Old	98	±1	1	3	15	47	34	±2	4.1	±0.1
60 Years Old or More	98	±1	1	3	14	47	36	±3	4.1	±0.1
6 Months to 4 Years of Service	99	±1	1	2	13	48	36	±3	4.2	±0.1
5 to 10 Years of Service	99	±1	1	3	11	47	38	±3	4.2	±0.1
11 to 20 Years of Service	99	±1	1	2	14	49	34	±2	4.1	±0.1
21 to 30 Years of Service	99	±1	1	3	14	46	35	±2	4.1	±0.1
More Than 30 Years of Service	99	±1	1	3	14	47	36	±2	4.1	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	1	3	14	47	35	±1	4.1	±0.1
Female	98	±1	1	2	14	47	36	±2	4.2	±0.1
Non-Hispanic White	99	±1	1	3	14	48	35	±1	4.1	±0.1
Total Minority	98	±1	1	2	14	46	37	±2	4.2	±0.1
Non-Hispanic Black	98	±1	1	3	12	45	39	±2	4.2	±0.1
Hispanic	99	±1	1	2	11	45	41	±3	4.2	±0.1
Non-Hispanic Asian	99	±1	0	2	18	52	27	±4	4.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
b. Working for the military is consistent with my personal goals.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	1	5	25	42	27	±1	3.9	±0.1
Army	99	±1	1	5	23	42	29	±2	3.9	±0.1
Navy	99	±1	1	5	27	43	23	±2	3.8	±0.1
Marine Corps	98	±2	1	2	25	39	33	±5	4.0	±0.1
Air Force	99	±1	1	4	23	44	28	±2	3.9	±0.1
DoD Agencies/Field Activities	97	±1	1	5	31	38	25	±3	3.8	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	1	5	25	41	28	±1	3.9	±0.1
GS 1 to 4	98	±2	1	4	29	39	28	±4	3.9	±0.1
GS 5 to 8	98	±1	1	6	26	39	27	±2	3.9	±0.1
GS 9 to 12	98	±1	1	5	25	42	27	±2	3.9	±0.1
GS/GM 13 to 15	99	±1	1	5	23	40	30	±3	3.9	±0.1
SES	98	±2	0	1	14	38	46	±5	4.3	±0.1
Blue Collar Total	99	±1	1	4	26	45	24	±2	3.9	±0.1
WG 1 to 5	99	±1	1	5	26	42	27	±6	3.9	±0.1
WG 6 to 9	98	±2	2	3	24	44	28	±4	3.9	±0.1
WG 10 to 15	99	±1	1	5	26	46	21	±3	3.8	±0.1
WS/WL 1 to 19	99	±1	0	4	25	47	24	±5	3.9	±0.1
NSPS Pay Plans	99	±1	1	5	28	43	23	±3	3.8	±0.1
Demo/APS Pay Plans	99	±1	1	4	25	44	25	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	5	28	43	23	±3	3.8	±0.1
All Others	98	±1	1	5	25	42	27	±1	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	1	6	27	42	23	±2	3.8	±0.1
Administrative	99	±1	1	5	23	40	31	±2	4.0	±0.1
Technical	98	±1	1	4	26	41	27	±2	3.9	±0.1
Clerical	98	±1	1	6	25	39	29	±3	3.9	±0.1
Other White Collar	99	±1	3	7	29	41	21	±4	3.7	±0.1
Blue Collar	99	±1	1	4	25	45	24	±2	3.9	±0.1
Scientists	97	±2	2	9	33	39	18	±4	3.6	±0.1
Engineers	99	±1	1	6	28	45	20	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	1	5	22	43	30	±3	4.0	±0.1
Manager	99	±1	1	5	18	38	39	±4	4.1	±0.1
Wage Leader	99	±1	1	3	23	47	27	±6	4.0	±0.1
Wage Supervisor	98	±2	1	4	21	49	25	±6	3.9	±0.1
Team Leader	99	±1	1	4	23	44	28	±3	3.9	±0.1
Non-Supervisor	98	±1	1	5	27	42	25	±1	3.8	±0.1
EDUCATION										
No College	98	±1	1	4	28	43	23	±3	3.8	±0.1
Some College	99	±1	1	5	25	42	27	±2	3.9	±0.1
4-Year Degree	98	±1	1	6	26	41	25	±2	3.8	±0.1
Graduate/Professional Degree	99	±1	1	5	22	41	30	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
b. Working for the military is consistent with my personal goals.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	1	5	25	42	27	±1	3.9	±0.1
Other Than Full-Time	99	±2	2	4	28	40	27	±5	3.9	±0.1
CONUS	98	±1	1	5	25	42	27	±1	3.9	±0.1
OCONUS	98	±1	2	6	26	42	25	±4	3.8	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	5	25	41	28	±2	3.9	±0.1
In Bargaining Unit	98	±1	1	5	26	43	25	±2	3.8	±0.1
DISABILITY										
No Disability	98	±1	1	5	26	42	26	±1	3.9	±0.1
Disability	98	±1	1	5	23	40	31	±2	4.0	±0.1
Targeted Disability	98	±1	2	4	22	41	31	±4	4.0	±0.1
Other Disability	98	±1	1	5	24	39	32	±3	4.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	1	6	30	42	21	±2	3.8	±0.1
Veteran	99	±1	1	4	19	42	33	±2	4.0	±0.1
10 Point, 30%	98	±1	1	4	15	40	41	±3	4.2	±0.1
10 Point, Not 30%	99	±1	1	3	16	40	40	±4	4.1	±0.1
5 Point	99	±1	1	4	21	44	30	±2	4.0	±0.1
No Preference	99	±1	0	5	19	41	34	±4	4.0	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	1	5	25	42	26	±1	3.9	±0.1
Non-Permanent	99	±1	1	6	23	40	30	±4	3.9	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	1	6	30	41	22	±2	3.8	±0.1
FERS	99	±1	1	5	23	43	28	±1	3.9	±0.1
Other Plan	99	±1	2	5	24	40	29	±4	3.9	±0.1
Not Eligible	99	±1	1	5	25	42	27	±2	3.9	±0.1
Optional Eligible	98	±1	1	5	25	43	27	±2	3.9	±0.1
Discontinued Service	98	±1	1	6	28	41	24	±3	3.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	1	6	28	41	24	±3	3.8	±0.1
30 to 39 Years Old	99	±1	1	5	23	44	27	±3	3.9	±0.1
40 to 49 Years Old	99	±1	1	5	25	42	28	±2	3.9	±0.1
50 to 59 Years Old	98	±1	1	5	27	41	26	±2	3.9	±0.1
60 Years Old or More	98	±1	1	4	23	42	29	±3	3.9	±0.1
6 Months to 4 Years of Service	99	±1	1	5	26	41	26	±3	3.8	±0.1
5 to 10 Years of Service	99	±1	1	5	22	43	29	±3	3.9	±0.1
11 to 20 Years of Service	98	±1	1	5	26	43	25	±2	3.9	±0.1
21 to 30 Years of Service	98	±1	1	5	26	41	26	±2	3.9	±0.1
More Than 30 Years of Service	98	±1	1	4	25	42	28	±2	3.9	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	1	5	23	44	27	±1	3.9	±0.1
Female	98	±1	1	5	29	39	26	±2	3.8	±0.1
Non-Hispanic White	99	±1	1	5	25	42	27	±1	3.9	±0.1
Total Minority	98	±1	1	5	26	41	26	±2	3.9	±0.1
Non-Hispanic Black	97	±1	2	6	26	40	26	±2	3.8	±0.1
Hispanic	98	±1	1	5	22	43	30	±3	3.9	±0.1
Non-Hispanic Asian	99	±1	1	4	31	44	21	±4	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
c. If I stopped working for the military, I would feel like I was starting all over again.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	5	18	27	30	20	±1	3.4	±0.1
Army	99	±1	4	18	26	30	21	±2	3.5	±0.1
Navy	99	±1	5	19	28	30	17	±2	3.3	±0.1
Marine Corps	98	±2	6	21	26	24	24	±5	3.4	±0.2
Air Force	99	±1	4	16	25	33	22	±2	3.5	±0.1
DoD Agencies/Field Activities	97	±1	7	17	32	27	17	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	5	18	28	29	19	±1	3.4	±0.1
GS 1 to 4	98	±1	6	15	28	29	22	±4	3.5	±0.1
GS 5 to 8	98	±1	5	14	25	32	25	±2	3.6	±0.1
GS 9 to 12	98	±1	5	18	28	30	19	±2	3.4	±0.1
GS/GM 13 to 15	99	±1	7	24	30	25	13	±3	3.1	±0.1
SES	99	±1	10	33	30	20	7	±5	2.8	±0.1
Blue Collar Total	99	±1	3	14	25	35	23	±2	3.6	±0.1
WG 1 to 5	99	±1	4	14	26	31	25	±5	3.6	±0.2
WG 6 to 9	99	±1	4	12	22	35	28	±4	3.7	±0.1
WG 10 to 15	99	±1	3	15	26	35	21	±3	3.6	±0.1
WS/WL 1 to 19	99	±1	2	14	25	37	22	±5	3.6	±0.1
NSPS Pay Plans	99	±1	5	20	31	28	15	±2	3.3	±0.1
Demo/APS Pay Plans	99	±1	6	22	29	30	12	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	5	20	31	28	15	±2	3.3	±0.1
All Others	99	±1	5	18	27	30	20	±1	3.4	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	7	24	31	26	11	±2	3.1	±0.1
Administrative	98	±1	5	19	28	29	20	±2	3.4	±0.1
Technical	98	±1	4	14	26	33	23	±2	3.6	±0.1
Clerical	98	±1	4	13	25	31	27	±3	3.6	±0.1
Other White Collar	99	±1	6	19	24	30	20	±4	3.4	±0.1
Blue Collar	99	±1	3	14	25	35	23	±2	3.6	±0.1
Scientists	98	±2	11	32	30	20	7	±4	2.8	±0.1
Engineers	99	±1	7	24	33	27	9	±3	3.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	4	18	28	29	20	±3	3.4	±0.1
Manager	99	±1	7	22	28	26	17	±4	3.2	±0.1
Wage Leader	99	±1	2	13	23	35	27	±6	3.7	±0.2
Wage Supervisor	99	±1	2	15	28	34	21	±6	3.6	±0.2
Team Leader	99	±1	5	19	28	29	18	±3	3.4	±0.1
Non-Supervisor	99	±1	5	17	27	31	20	±1	3.4	±0.1
EDUCATION										
No College	98	±1	3	12	25	35	25	±2	3.7	±0.1
Some College	99	±1	4	15	27	32	23	±2	3.5	±0.1
4-Year Degree	99	±1	6	21	29	29	15	±2	3.3	±0.1
Graduate/Professional Degree	99	±1	8	25	29	25	13	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
c. If I stopped working for the military, I would feel like I was starting all over again.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	5	18	27	31	20	±1	3.4	±0.1
Other Than Full-Time	99	±1	9	17	29	25	19	±5	3.3	±0.2
CONUS	99	±1	5	18	27	30	20	±1	3.4	±0.1
OCONUS	98	±1	7	18	28	29	17	±3	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	5	20	28	29	18	±1	3.3	±0.1
In Bargaining Unit	99	±1	4	15	26	32	22	±2	3.5	±0.1
DISABILITY										
No Disability	99	±1	5	18	28	30	19	±1	3.4	±0.1
Disability	99	±1	5	14	25	32	24	±2	3.6	±0.1
Targeted Disability	98	±1	5	13	27	31	25	±4	3.6	±0.1
Other Disability	99	±1	5	14	25	32	24	±3	3.5	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	6	18	29	30	17	±1	3.3	±0.1
Veteran	99	±1	4	17	25	31	23	±2	3.5	±0.1
10 Point, 30%	99	±1	4	15	22	31	28	±3	3.6	±0.1
10 Point, Not 30%	99	±1	6	14	25	29	25	±4	3.5	±0.1
5 Point	99	±1	4	18	26	32	20	±2	3.5	±0.1
No Preference	99	±1	4	17	25	31	24	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	5	18	27	31	20	±1	3.4	±0.1
Non-Permanent	99	±1	7	21	28	24	19	±4	3.3	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	4	18	31	31	16	±2	3.4	±0.1
FERS	99	±1	5	18	26	30	21	±1	3.5	±0.1
Other Plan	99	±1	8	19	30	24	19	±4	3.3	±0.1
Not Eligible	99	±1	5	19	27	30	20	±2	3.4	±0.1
Optional Eligible	99	±1	5	17	28	31	19	±2	3.4	±0.1
Discontinued Service	98	±1	4	18	28	31	20	±3	3.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	7	22	26	26	19	±3	3.3	±0.1
30 to 39 Years Old	99	±1	4	19	24	31	22	±3	3.5	±0.1
40 to 49 Years Old	99	±1	5	16	26	32	21	±2	3.5	±0.1
50 to 59 Years Old	98	±1	5	18	30	30	17	±2	3.4	±0.1
60 Years Old or More	98	±1	5	18	31	29	17	±3	3.3	±0.1
6 Months to 4 Years of Service	99	±1	8	22	28	26	17	±3	3.2	±0.1
5 to 10 Years of Service	99	±1	5	18	24	31	22	±3	3.5	±0.1
11 to 20 Years of Service	98	±1	4	17	26	31	22	±2	3.5	±0.1
21 to 30 Years of Service	99	±1	4	17	28	31	19	±2	3.4	±0.1
More Than 30 Years of Service	99	±1	5	17	31	30	17	±2	3.4	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	5	18	28	31	18	±1	3.4	±0.1
Female	98	±1	5	17	26	30	22	±2	3.5	±0.1
Non-Hispanic White	99	±1	5	18	28	30	19	±1	3.4	±0.1
Total Minority	98	±1	5	17	27	31	20	±2	3.4	±0.1
Non-Hispanic Black	98	±1	6	19	24	30	21	±2	3.4	±0.1
Hispanic	98	±1	4	16	25	32	22	±3	3.5	±0.1
Non-Hispanic Asian	98	±1	3	14	34	33	15	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
d. I would feel guilty if I stopped working for the military.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	13	31	36	12	8	±1	2.7	±0.1
Army	99	±1	12	30	35	14	9	±2	2.8	±0.1
Navy	98	±1	15	34	35	11	6	±2	2.6	±0.1
Marine Corps	98	±2	11	31	37	10	11	±5	2.8	±0.2
Air Force	99	±1	12	31	35	14	8	±2	2.7	±0.1
DoD Agencies/Field Activities	97	±1	14	31	39	10	6	±3	2.6	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	14	32	35	12	7	±1	2.7	±0.1
GS 1 to 4	97	±2	14	27	38	11	9	±5	2.7	±0.1
GS 5 to 8	98	±1	11	29	37	13	9	±2	2.8	±0.1
GS 9 to 12	98	±1	13	32	36	11	7	±2	2.7	±0.1
GS/GM 13 to 15	99	±1	18	38	29	10	5	±3	2.5	±0.1
SES	98	±2	18	44	27	8	4	±5	2.4	±0.1
Blue Collar Total	99	±1	9	26	38	17	10	±2	2.9	±0.1
WG 1 to 5	99	±1	12	24	36	17	11	±6	2.9	±0.2
WG 6 to 9	98	±2	8	23	40	17	12	±4	3.0	±0.1
WG 10 to 15	99	±1	10	29	36	16	8	±3	2.8	±0.1
WS/WL 1 to 19	99	±1	7	27	38	18	10	±5	3.0	±0.1
NSPS Pay Plans	99	±1	14	36	35	10	5	±3	2.6	±0.1
Demo/APS Pay Plans	98	±1	14	38	34	10	4	±2	2.5	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	14	36	35	10	5	±3	2.6	±0.1
All Others	98	±1	13	31	36	12	8	±1	2.7	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	19	38	31	9	3	±2	2.4	±0.1
Administrative	98	±1	13	33	35	12	8	±2	2.7	±0.1
Technical	98	±1	11	28	39	14	9	±2	2.8	±0.1
Clerical	98	±1	12	28	38	12	10	±3	2.8	±0.1
Other White Collar	99	±1	15	32	34	13	6	±4	2.6	±0.1
Blue Collar	99	±1	9	27	38	16	10	±2	2.9	±0.1
Scientists	98	±2	23	39	28	6	4	±4	2.3	±0.1
Engineers	99	±1	19	39	30	9	3	±3	2.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	13	33	33	13	8	±3	2.7	±0.1
Manager	99	±1	16	33	32	12	7	±4	2.6	±0.1
Wage Leader	99	±1	7	23	38	19	12	±7	3.1	±0.2
Wage Supervisor	98	±2	8	30	37	17	8	±6	2.9	±0.2
Team Leader	99	±1	13	33	35	12	8	±3	2.7	±0.1
Non-Supervisor	98	±1	13	31	36	12	7	±1	2.7	±0.1
EDUCATION										
No College	98	±1	9	24	41	15	11	±3	3.0	±0.1
Some College	99	±1	11	29	38	14	9	±2	2.8	±0.1
4-Year Degree	98	±1	15	35	33	11	5	±2	2.5	±0.1
Graduate/Professional Degree	99	±1	20	38	28	9	4	±2	2.4	±0.1

Note. Percent responding are Civilian employees who answered the question

42. How much do you agree or disagree with the following statements about working for your organization?
d. I would feel guilty if I stopped working for the military.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	13	31	36	13	8	±1	2.7	±0.1
Other Than Full-Time	98	±2	16	28	38	10	7	±6	2.6	±0.2
CONUS	98	±1	13	32	36	13	8	±1	2.7	±0.1
OCONUS	99	±1	17	30	35	12	7	±3	2.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	14	34	34	12	7	±2	2.6	±0.1
In Bargaining Unit	98	±1	12	29	37	13	9	±2	2.8	±0.1
DISABILITY										
No Disability	98	±1	13	32	36	12	7	±1	2.7	±0.1
Disability	99	±1	12	28	34	15	11	±2	2.8	±0.1
Targeted Disability	98	±1	13	26	35	15	12	±4	2.9	±0.1
Other Disability	99	±1	12	29	34	15	10	±3	2.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	14	32	37	11	6	±2	2.6	±0.1
Veteran	99	±1	12	30	34	14	9	±2	2.8	±0.1
10 Point, 30%	98	±1	11	27	31	17	13	±3	2.9	±0.1
10 Point, Not 30%	99	±1	13	26	36	15	11	±4	2.9	±0.1
5 Point	99	±1	12	32	35	13	8	±2	2.7	±0.1
No Preference	99	±1	11	33	32	16	8	±4	2.8	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	13	31	36	13	8	±1	2.7	±0.1
Non-Permanent	98	±1	18	29	34	11	8	±4	2.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	13	33	37	11	6	±2	2.6	±0.1
FERS	99	±1	13	31	35	13	8	±1	2.7	±0.1
Other Plan	99	±1	16	30	37	10	7	±4	2.6	±0.1
Not Eligible	99	±1	14	32	35	12	7	±2	2.7	±0.1
Optional Eligible	98	±1	13	30	36	13	8	±2	2.7	±0.1
Discontinued Service	98	±1	12	32	36	12	8	±3	2.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	16	32	34	12	6	±3	2.6	±0.1
30 to 39 Years Old	99	±1	13	30	35	14	9	±3	2.8	±0.1
40 to 49 Years Old	99	±1	12	30	37	13	8	±2	2.7	±0.1
50 to 59 Years Old	98	±1	13	33	35	12	7	±2	2.7	±0.1
60 Years Old or More	98	±1	14	31	37	11	7	±3	2.7	±0.1
6 Months to 4 Years of Service	99	±1	15	30	37	12	6	±3	2.6	±0.1
5 to 10 Years of Service	99	±1	14	30	33	14	9	±3	2.8	±0.1
11 to 20 Years of Service	98	±1	12	31	36	12	8	±2	2.7	±0.1
21 to 30 Years of Service	98	±1	12	33	35	12	7	±2	2.7	±0.1
More Than 30 Years of Service	98	±1	13	31	36	13	7	±2	2.7	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	13	31	35	14	7	±1	2.7	±0.1
Female	98	±1	13	31	37	11	8	±2	2.7	±0.1
Non-Hispanic White	99	±1	13	32	36	12	7	±1	2.7	±0.1
Total Minority	98	±1	12	30	35	14	9	±2	2.8	±0.1
Non-Hispanic Black	97	±1	14	33	32	13	7	±2	2.7	±0.1
Hispanic	98	±1	10	26	36	16	12	±3	2.9	±0.1
Non-Hispanic Asian	99	±1	8	27	41	16	8	±4	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?

e. Generally, on a day-to-day basis, I am happy working for the military.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	1	3	15	54	27	±1	4.0	±0.1
Army	99	±1	1	3	13	54	29	±2	4.1	±0.1
Navy	99	±1	1	3	15	56	25	±2	4.0	±0.1
Marine Corps	98	±2	1	3	12	47	38	±5	4.2	±0.1
Air Force	99	±1	1	4	13	55	27	±2	4.0	±0.1
DoD Agencies/Field Activities	97	±1	1	2	20	51	26	±3	4.0	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	1	3	15	53	28	±1	4.0	±0.1
GS 1 to 4	99	±1	1	2	17	49	31	±4	4.1	±0.1
GS 5 to 8	98	±1	1	3	15	51	30	±2	4.1	±0.1
GS 9 to 12	98	±1	1	3	15	54	27	±2	4.0	±0.1
GS/GM 13 to 15	99	±1	1	3	15	55	25	±3	4.0	±0.1
SES	99	±1	0	2	14	49	35	±5	4.2	±0.1
Blue Collar Total	99	±1	1	3	15	55	26	±2	4.0	±0.1
WG 1 to 5	99	±1	1	4	15	50	30	±6	4.1	±0.1
WG 6 to 9	99	±1	1	3	14	51	31	±4	4.1	±0.1
WG 10 to 15	99	±1	1	4	15	58	22	±3	4.0	±0.1
WS/WL 1 to 19	99	±1	1	2	17	54	25	±5	4.0	±0.1
NSPS Pay Plans	99	±1	1	3	17	57	23	±3	4.0	±0.1
Demo/APS Pay Plans	99	±1	1	3	14	59	24	±2	4.0	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	3	17	57	23	±3	4.0	±0.1
All Others	99	±1	1	3	15	54	27	±1	4.0	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	1	4	17	58	21	±2	3.9	±0.1
Administrative	99	±1	1	3	13	53	30	±2	4.1	±0.1
Technical	98	±1	1	3	16	51	30	±2	4.1	±0.1
Clerical	99	±1	1	2	14	49	35	±3	4.1	±0.1
Other White Collar	99	±1	3	5	17	53	23	±4	3.9	±0.1
Blue Collar	99	±1	1	3	15	55	26	±2	4.0	±0.1
Scientists	98	±2	1	6	19	56	18	±4	3.8	±0.1
Engineers	99	±1	1	4	18	62	16	±3	3.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	1	3	15	53	28	±3	4.0	±0.1
Manager	99	±1	1	4	9	53	32	±4	4.1	±0.1
Wage Leader	99	±1	0	2	17	51	31	±6	4.1	±0.1
Wage Supervisor	99	±1	1	4	15	53	27	±6	4.0	±0.1
Team Leader	99	±1	1	3	13	55	28	±3	4.1	±0.1
Non-Supervisor	99	±1	1	3	16	54	26	±1	4.0	±0.1
EDUCATION										
No College	98	±1	1	3	15	52	29	±3	4.1	±0.1
Some College	99	±1	1	3	14	54	29	±2	4.1	±0.1
4-Year Degree	99	±1	1	3	17	56	23	±2	4.0	±0.1
Graduate/Professional Degree	99	±1	1	4	15	54	26	±2	4.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
e. Generally, on a day-to-day basis, I am happy working for the military.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	1	3	15	54	27	±1	4.0	±0.1
Other Than Full-Time	99	±1	1	1	16	53	29	±5	4.1	±0.1
CONUS	99	±1	1	3	15	54	27	±1	4.0	±0.1
OCONUS	99	±1	1	3	16	55	25	±4	4.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	3	15	54	27	±2	4.0	±0.1
In Bargaining Unit	99	±1	1	3	15	54	27	±2	4.0	±0.1
DISABILITY										
No Disability	99	±1	1	3	15	55	26	±1	4.0	±0.1
Disability	99	±1	1	3	14	51	30	±2	4.1	±0.1
Targeted Disability	99	±1	1	4	13	51	31	±4	4.1	±0.1
Other Disability	99	±1	1	3	15	51	30	±3	4.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	1	3	17	55	24	±2	4.0	±0.1
Veteran	99	±1	1	3	13	53	31	±2	4.1	±0.1
10 Point, 30%	99	±1	1	3	10	50	36	±3	4.2	±0.1
10 Point, Not 30%	99	±1	1	3	11	48	37	±4	4.2	±0.1
5 Point	99	±1	1	3	14	54	28	±2	4.0	±0.1
No Preference	99	±1	1	4	14	49	32	±4	4.1	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	1	3	15	54	27	±1	4.0	±0.1
Non-Permanent	99	±1	1	3	15	48	33	±4	4.1	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	1	4	17	55	23	±2	4.0	±0.1
FERS	99	±1	1	3	14	54	28	±1	4.1	±0.1
Other Plan	99	±1	1	3	17	50	29	±4	4.0	±0.1
Not Eligible	99	±1	1	3	15	54	28	±2	4.0	±0.1
Optional Eligible	99	±1	1	3	15	54	27	±2	4.0	±0.1
Discontinued Service	98	±1	1	3	17	55	24	±3	4.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	1	3	16	54	25	±3	4.0	±0.1
30 to 39 Years Old	99	±1	1	2	14	54	28	±3	4.1	±0.1
40 to 49 Years Old	99	±1	1	3	14	54	28	±2	4.1	±0.1
50 to 59 Years Old	98	±1	1	3	16	54	26	±2	4.0	±0.1
60 Years Old or More	98	±1	1	3	14	53	29	±3	4.1	±0.1
6 Months to 4 Years of Service	99	±1	1	2	16	54	27	±3	4.0	±0.1
5 to 10 Years of Service	99	±1	1	3	12	52	31	±3	4.1	±0.1
11 to 20 Years of Service	99	±1	1	3	15	55	26	±2	4.0	±0.1
21 to 30 Years of Service	99	±1	1	4	15	54	26	±2	4.0	±0.1
More Than 30 Years of Service	99	±1	1	3	16	53	27	±2	4.0	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	1	3	15	55	26	±1	4.0	±0.1
Female	98	±1	1	3	15	53	29	±2	4.1	±0.1
Non-Hispanic White	99	±1	1	3	14	55	27	±1	4.0	±0.1
Total Minority	98	±1	1	3	16	52	28	±2	4.0	±0.1
Non-Hispanic Black	98	±1	1	3	16	51	29	±2	4.0	±0.1
Hispanic	99	±1	1	3	13	51	32	±3	4.1	±0.1
Non-Hispanic Asian	98	±1	1	2	21	56	21	±4	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
f. It would be difficult for me to stop working for the military and give up the benefits that are available to me.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	3	11	20	40	27	±1	3.8	±0.1
Army	99	±1	3	11	20	39	27	±2	3.8	±0.1
Navy	99	±1	3	11	21	40	25	±2	3.8	±0.1
Marine Corps	99	±2	4	11	18	40	27	±5	3.8	±0.1
Air Force	99	±1	2	11	19	41	27	±2	3.8	±0.1
DoD Agencies/Field Activities	98	±1	4	11	22	37	26	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	3	11	21	38	26	±1	3.7	±0.1
GS 1 to 4	99	±1	6	13	22	34	25	±4	3.6	±0.1
GS 5 to 8	99	±1	3	10	20	37	31	±2	3.8	±0.1
GS 9 to 12	99	±1	3	10	21	40	27	±2	3.8	±0.1
GS/GM 13 to 15	99	±1	4	15	23	38	20	±3	3.6	±0.1
SES	99	±1	9	33	28	20	10	±5	2.9	±0.1
Blue Collar Total	99	±1	2	8	16	42	31	±2	3.9	±0.1
WG 1 to 5	99	±1	4	10	17	35	34	±6	3.9	±0.2
WG 6 to 9	99	±1	2	5	16	41	35	±4	4.0	±0.1
WG 10 to 15	99	±1	2	10	17	44	27	±3	3.8	±0.1
WS/WL 1 to 19	99	±1	1	9	15	44	32	±5	4.0	±0.1
NSPS Pay Plans	99	±1	3	11	24	39	23	±3	3.7	±0.1
Demo/APS Pay Plans	99	±1	2	12	23	43	19	±2	3.6	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	3	11	24	39	23	±3	3.7	±0.1
All Others	99	±1	3	11	20	40	27	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	4	14	23	41	19	±2	3.6	±0.1
Administrative	99	±1	3	11	21	38	27	±2	3.7	±0.1
Technical	99	±1	2	9	20	38	30	±2	3.8	±0.1
Clerical	99	±1	4	10	20	35	31	±3	3.8	±0.1
Other White Collar	99	±1	4	14	20	39	24	±4	3.6	±0.1
Blue Collar	99	±1	2	8	16	42	31	±2	3.9	±0.1
Scientists	99	±1	4	17	22	41	16	±4	3.5	±0.1
Engineers	99	±1	3	13	25	43	15	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	3	12	20	39	27	±3	3.7	±0.1
Manager	99	±1	5	16	21	35	24	±4	3.6	±0.1
Wage Leader	100	±1	1	7	16	44	32	±6	4.0	±0.2
Wage Supervisor	99	±2	1	10	15	46	28	±6	3.9	±0.1
Team Leader	99	±1	3	11	23	39	24	±3	3.7	±0.1
Non-Supervisor	99	±1	3	10	20	40	27	±1	3.8	±0.1
EDUCATION										
No College	98	±1	2	7	17	39	36	±3	4.0	±0.1
Some College	99	±1	3	9	19	39	29	±2	3.8	±0.1
4-Year Degree	99	±1	3	13	22	41	22	±2	3.7	±0.1
Graduate/Professional Degree	99	±1	4	15	24	39	18	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

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f. It would be difficult for me to stop working for the military and give up the benefits that are available to me.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	3	11	20	40	27	±1	3.8	±0.1
Other Than Full-Time	99	±1	8	16	25	31	21	±5	3.4	±0.2
CONUS	99	±1	3	11	20	40	27	±1	3.8	±0.1
OCONUS	99	±1	4	13	23	37	23	±3	3.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	3	13	22	39	24	±2	3.7	±0.1
In Bargaining Unit	99	±1	3	8	19	40	30	±2	3.9	±0.1
DISABILITY										
No Disability	99	±1	3	11	20	40	26	±1	3.8	±0.1
Disability	99	±1	3	10	22	37	28	±2	3.8	±0.1
Targeted Disability	99	±1	3	9	21	39	28	±4	3.8	±0.1
Other Disability	99	±1	3	11	22	37	27	±3	3.7	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	3	10	20	40	28	±2	3.8	±0.1
Veteran	99	±1	3	12	21	39	25	±2	3.7	±0.1
10 Point, 30%	99	±1	4	13	21	36	26	±3	3.7	±0.1
10 Point, Not 30%	100	±1	3	13	23	36	25	±4	3.7	±0.1
5 Point	99	±1	3	11	21	41	25	±2	3.7	±0.1
No Preference	100	±1	2	13	21	37	26	±4	3.7	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	3	11	20	40	27	±1	3.8	±0.1
Non-Permanent	99	±1	7	17	25	28	23	±4	3.4	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	3	10	20	40	28	±2	3.8	±0.1
FERS	99	±1	3	11	20	40	26	±1	3.8	±0.1
Other Plan	99	±1	6	15	25	33	22	±4	3.5	±0.1
Not Eligible	99	±1	3	12	21	38	26	±2	3.7	±0.1
Optional Eligible	99	±1	3	10	20	40	27	±2	3.8	±0.1
Discontinued Service	98	±1	2	10	19	42	27	±3	3.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	4	14	20	39	23	±3	3.6	±0.1
30 to 39 Years Old	99	±1	3	11	20	39	26	±3	3.7	±0.1
40 to 49 Years Old	99	±1	3	10	20	40	27	±2	3.8	±0.1
50 to 59 Years Old	99	±1	3	10	21	40	27	±2	3.8	±0.1
60 Years Old or More	98	±1	3	11	22	38	26	±3	3.7	±0.1
6 Months to 4 Years of Service	99	±1	5	14	24	36	22	±3	3.6	±0.1
5 to 10 Years of Service	99	±1	3	11	20	40	26	±3	3.7	±0.1
11 to 20 Years of Service	99	±1	2	10	19	42	28	±2	3.8	±0.1
21 to 30 Years of Service	99	±1	2	10	20	40	28	±2	3.8	±0.1
More Than 30 Years of Service	99	±1	3	12	22	38	24	±2	3.7	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	3	12	21	41	24	±1	3.7	±0.1
Female	98	±1	3	9	19	38	32	±2	3.9	±0.1
Non-Hispanic White	99	±1	3	10	19	41	27	±1	3.8	±0.1
Total Minority	98	±1	3	12	22	36	26	±2	3.7	±0.1
Non-Hispanic Black	98	±1	4	15	23	33	25	±2	3.6	±0.1
Hispanic	99	±1	3	9	17	38	32	±3	3.9	±0.1
Non-Hispanic Asian	99	±1	3	10	27	39	21	±4	3.7	±0.1

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42. How much do you agree or disagree with the following statements about working for your organization?

g. I would not stop working for the military right now because I have a sense of obligation to the people in it.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	4	14	31	34	17	±1	3.5	±0.1
Army	99	±1	3	13	29	35	19	±2	3.5	±0.1
Navy	99	±1	4	16	32	33	15	±2	3.4	±0.1
Marine Corps	99	±2	4	12	31	33	20	±5	3.5	±0.1
Air Force	99	±1	4	14	31	34	16	±2	3.5	±0.1
DoD Agencies/Field Activities	97	±1	4	14	34	34	14	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	4	15	31	33	17	±1	3.4	±0.1
GS 1 to 4	99	±1	4	14	36	30	15	±5	3.4	±0.1
GS 5 to 8	99	±1	4	13	32	33	18	±2	3.5	±0.1
GS 9 to 12	98	±1	4	15	31	34	17	±2	3.5	±0.1
GS/GM 13 to 15	99	±1	4	18	30	33	15	±3	3.4	±0.1
SES	99	±1	4	16	24	39	17	±5	3.5	±0.1
Blue Collar Total	99	±1	3	12	30	36	19	±2	3.5	±0.1
WG 1 to 5	98	±1	4	14	28	34	21	±6	3.5	±0.2
WG 6 to 9	99	±1	3	10	28	35	24	±4	3.7	±0.1
WG 10 to 15	99	±1	4	14	33	35	15	±3	3.4	±0.1
WS/WL 1 to 19	99	±1	1	10	29	38	21	±5	3.7	±0.1
NSPS Pay Plans	99	±1	4	17	36	31	13	±2	3.3	±0.1
Demo/APS Pay Plans	99	±1	4	14	32	36	14	±2	3.4	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	4	17	36	31	13	±2	3.3	±0.1
All Others	99	±1	4	14	31	34	17	±1	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	18	33	33	11	±2	3.3	±0.1
Administrative	99	±1	4	14	29	34	19	±2	3.5	±0.1
Technical	99	±1	3	13	32	34	18	±2	3.5	±0.1
Clerical	98	±1	4	13	33	32	18	±3	3.5	±0.1
Other White Collar	99	±1	6	15	31	34	14	±4	3.3	±0.1
Blue Collar	99	±1	3	12	30	36	19	±2	3.6	±0.1
Scientists	98	±2	5	22	31	30	11	±4	3.2	±0.1
Engineers	99	±1	5	19	34	33	9	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	3	14	29	36	18	±3	3.5	±0.1
Manager	99	±1	3	15	25	34	22	±4	3.6	±0.1
Wage Leader	99	±2	2	9	21	41	26	±7	3.8	±0.2
Wage Supervisor	98	±2	2	13	27	37	20	±6	3.6	±0.2
Team Leader	99	±1	4	13	30	36	17	±3	3.5	±0.1
Non-Supervisor	99	±1	4	15	33	33	16	±1	3.4	±0.1
EDUCATION										
No College	98	±1	3	10	32	34	21	±2	3.6	±0.1
Some College	99	±1	3	13	31	35	19	±2	3.5	±0.1
4-Year Degree	99	±1	4	17	31	34	13	±2	3.3	±0.1
Graduate/Professional Degree	99	±1	5	18	31	32	14	±2	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

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	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	4	14	31	34	17	±1	3.5	±0.1
Other Than Full-Time	99	±1	6	16	33	30	16	±5	3.3	±0.2
CONUS	99	±1	4	14	31	34	17	±1	3.5	±0.1
OCONUS	99	±1	5	14	31	34	16	±3	3.4	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	4	15	31	33	16	±2	3.4	±0.1
In Bargaining Unit	99	±1	4	13	31	35	17	±2	3.5	±0.1
DISABILITY										
No Disability	99	±1	4	15	32	34	16	±1	3.4	±0.1
Disability	99	±1	4	11	29	34	22	±2	3.6	±0.1
Targeted Disability	99	±1	4	10	29	34	23	±4	3.6	±0.1
Other Disability	99	±1	4	12	29	34	21	±3	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	4	15	33	33	15	±1	3.4	±0.1
Veteran	99	±1	4	14	28	35	19	±2	3.5	±0.1
10 Point, 30%	99	±1	4	12	26	36	23	±3	3.6	±0.1
10 Point, Not 30%	99	±1	3	10	27	35	24	±4	3.7	±0.1
5 Point	99	±1	4	15	30	34	18	±2	3.5	±0.1
No Preference	99	±1	3	16	28	34	19	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	4	14	31	34	17	±1	3.5	±0.1
Non-Permanent	99	±1	7	18	33	27	16	±4	3.3	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	4	15	32	33	16	±2	3.4	±0.1
FERS	99	±1	4	14	30	35	17	±1	3.5	±0.1
Other Plan	98	±1	6	16	36	28	15	±4	3.3	±0.1
Not Eligible	99	±1	4	16	31	33	16	±2	3.4	±0.1
Optional Eligible	99	±1	3	13	31	35	18	±2	3.5	±0.1
Discontinued Service	98	±1	3	15	32	35	16	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	5	18	34	30	12	±3	3.3	±0.1
30 to 39 Years Old	99	±1	4	14	31	34	16	±3	3.4	±0.1
40 to 49 Years Old	99	±1	3	14	31	34	17	±2	3.5	±0.1
50 to 59 Years Old	98	±1	3	14	31	34	18	±2	3.5	±0.1
60 Years Old or More	98	±1	4	12	31	35	18	±3	3.5	±0.1
6 Months to 4 Years of Service	99	±1	5	16	33	32	14	±3	3.3	±0.1
5 to 10 Years of Service	99	±1	4	14	30	34	17	±3	3.5	±0.1
11 to 20 Years of Service	98	±1	3	14	31	35	16	±2	3.5	±0.1
21 to 30 Years of Service	99	±1	4	14	31	34	18	±2	3.5	±0.1
More Than 30 Years of Service	99	±1	3	14	30	35	18	±2	3.5	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	4	15	30	34	17	±1	3.5	±0.1
Female	98	±1	4	13	32	33	17	±2	3.5	±0.1
Non-Hispanic White	99	±1	4	15	31	34	16	±1	3.4	±0.1
Total Minority	98	±1	4	13	30	34	19	±2	3.5	±0.1
Non-Hispanic Black	98	±1	4	15	30	32	18	±2	3.4	±0.1
Hispanic	99	±1	4	10	28	38	21	±3	3.6	±0.1
Non-Hispanic Asian	98	±1	2	12	36	34	15	±3	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
h. I really feel as if the military's values are my own.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	2	7	29	40	22	±1	3.7	±0.1
Army	99	±1	2	7	25	42	25	±2	3.8	±0.1
Navy	98	±1	3	9	33	37	19	±2	3.6	±0.1
Marine Corps	98	±2	2	6	25	40	28	±5	3.9	±0.1
Air Force	99	±1	2	6	25	44	23	±2	3.8	±0.1
DoD Agencies/Field Activities	97	±1	3	7	34	36	19	±3	3.6	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	3	7	29	39	22	±1	3.7	±0.1
GS 1 to 4	98	±1	4	6	32	39	19	±4	3.6	±0.1
GS 5 to 8	98	±1	3	7	28	39	24	±2	3.7	±0.1
GS 9 to 12	98	±1	2	7	29	40	22	±2	3.7	±0.1
GS/GM 13 to 15	98	±1	3	8	27	39	23	±3	3.7	±0.1
SES	98	±2	1	5	18	42	34	±5	4.0	±0.1
Blue Collar Total	99	±1	2	7	27	42	22	±2	3.7	±0.1
WG 1 to 5	99	±1	4	9	26	37	24	±6	3.7	±0.2
WG 6 to 9	98	±1	2	6	26	40	25	±4	3.8	±0.1
WG 10 to 15	99	±1	2	7	28	44	19	±3	3.7	±0.1
WS/WL 1 to 19	99	±1	1	7	24	45	23	±5	3.8	±0.1
NSPS Pay Plans	98	±1	2	6	31	43	18	±3	3.7	±0.1
Demo/APS Pay Plans	99	±1	2	7	32	42	17	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	2	6	31	43	18	±3	3.7	±0.1
All Others	98	±1	2	7	29	40	22	±1	3.7	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	3	9	34	38	16	±2	3.5	±0.1
Administrative	98	±1	2	6	26	40	26	±2	3.8	±0.1
Technical	98	±1	2	6	28	40	23	±2	3.8	±0.1
Clerical	98	±1	3	6	30	37	24	±3	3.7	±0.1
Other White Collar	99	±1	4	10	28	41	17	±4	3.6	±0.1
Blue Collar	99	±1	2	7	27	42	22	±2	3.7	±0.1
Scientists	98	±2	4	13	36	34	12	±4	3.4	±0.1
Engineers	99	±1	3	9	34	41	13	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	3	6	25	41	26	±3	3.8	±0.1
Manager	99	±1	2	7	22	39	29	±4	3.9	±0.1
Wage Leader	99	±2	2	4	22	45	27	±7	3.9	±0.2
Wage Supervisor	98	±2	1	7	28	42	22	±6	3.8	±0.1
Team Leader	99	±1	2	7	28	41	23	±3	3.7	±0.1
Non-Supervisor	99	±1	3	7	30	40	20	±1	3.7	±0.1
EDUCATION										
No College	98	±1	2	6	29	41	22	±3	3.7	±0.1
Some College	99	±1	2	6	27	40	24	±2	3.8	±0.1
4-Year Degree	98	±1	3	8	31	39	19	±2	3.6	±0.1
Graduate/Professional Degree	98	±1	3	8	29	39	21	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
h. I really feel as if the military's values are my own.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	2	7	28	40	22	±1	3.7	±0.1
Other Than Full-Time	99	±1	5	5	33	38	18	±5	3.6	±0.2
CONUS	98	±1	2	7	28	40	22	±1	3.7	±0.1
OCONUS	99	±1	4	7	32	37	20	±3	3.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	2	7	28	40	22	±2	3.7	±0.1
In Bargaining Unit	98	±1	3	7	29	41	21	±2	3.7	±0.1
DISABILITY										
No Disability	98	±1	2	7	29	40	21	±1	3.7	±0.1
Disability	98	±1	3	6	24	39	28	±2	3.8	±0.1
Targeted Disability	99	±1	3	7	24	38	28	±4	3.8	±0.1
Other Disability	98	±1	3	6	24	39	28	±3	3.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	3	8	34	39	17	±1	3.6	±0.1
Veteran	99	±1	2	6	22	42	28	±2	3.9	±0.1
10 Point, 30%	98	±1	2	4	19	39	36	±3	4.0	±0.1
10 Point, Not 30%	99	±1	3	4	19	42	33	±4	4.0	±0.1
5 Point	99	±1	2	7	24	43	25	±2	3.8	±0.1
No Preference	99	±1	1	6	22	42	28	±4	3.9	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	2	7	29	40	22	±1	3.7	±0.1
Non-Permanent	99	±1	6	8	26	37	23	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	3	9	31	39	19	±2	3.6	±0.1
FERS	99	±1	2	6	27	41	23	±1	3.8	±0.1
Other Plan	99	±1	5	7	32	35	22	±4	3.6	±0.1
Not Eligible	99	±1	3	7	29	39	21	±2	3.7	±0.1
Optional Eligible	98	±1	2	7	28	41	22	±2	3.7	±0.1
Discontinued Service	98	±1	2	7	28	42	21	±3	3.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	4	8	33	38	17	±3	3.6	±0.1
30 to 39 Years Old	99	±1	3	7	27	42	22	±3	3.7	±0.1
40 to 49 Years Old	99	±1	2	6	29	40	22	±2	3.7	±0.1
50 to 59 Years Old	98	±1	3	8	28	40	22	±2	3.7	±0.1
60 Years Old or More	98	±1	2	7	26	41	24	±3	3.8	±0.1
6 Months to 4 Years of Service	99	±1	4	8	32	39	17	±3	3.6	±0.1
5 to 10 Years of Service	99	±1	3	6	26	42	23	±3	3.8	±0.1
11 to 20 Years of Service	98	±1	2	7	30	41	21	±2	3.7	±0.1
21 to 30 Years of Service	98	±1	2	7	28	40	23	±2	3.7	±0.1
More Than 30 Years of Service	98	±1	2	7	26	39	25	±2	3.8	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	2	7	27	42	22	±1	3.7	±0.1
Female	98	±1	3	7	32	37	21	±2	3.7	±0.1
Non-Hispanic White	99	±1	2	7	29	40	22	±1	3.7	±0.1
Total Minority	98	±1	3	7	29	39	22	±2	3.7	±0.1
Non-Hispanic Black	97	±1	3	8	30	38	21	±2	3.7	±0.1
Hispanic	98	±1	3	5	24	41	28	±3	3.9	±0.1
Non-Hispanic Asian	98	±1	1	6	35	39	18	±4	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?

i. I would have difficulty finding a job if I stopped working for the military.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	21	33	27	13	6	±1	2.5	±0.1
Army	99	±1	21	34	26	13	7	±2	2.5	±0.1
Navy	99	±1	21	34	27	12	5	±2	2.5	±0.1
Marine Corps	98	±2	27	29	27	12	6	±5	2.4	±0.2
Air Force	99	±1	20	34	26	14	6	±2	2.5	±0.1
DoD Agencies/Field Activities	97	±1	21	30	29	13	7	±3	2.5	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	21	34	27	12	6	±1	2.5	±0.1
GS 1 to 4	98	±1	18	28	31	14	9	±4	2.7	±0.1
GS 5 to 8	98	±1	16	31	30	15	9	±2	2.7	±0.1
GS 9 to 12	98	±1	21	34	28	12	5	±2	2.5	±0.1
GS/GM 13 to 15	99	±1	28	38	21	10	3	±3	2.2	±0.1
SES	99	±1	51	36	10	2	1	±5	1.6	±0.1
Blue Collar Total	99	±1	18	31	27	15	9	±2	2.6	±0.1
WG 1 to 5	98	±1	15	23	28	20	13	±5	2.9	±0.2
WG 6 to 9	98	±1	19	27	26	16	12	±4	2.7	±0.1
WG 10 to 15	99	±1	21	32	28	13	6	±3	2.5	±0.1
WS/WL 1 to 19	99	±1	16	35	27	15	7	±5	2.6	±0.1
NSPS Pay Plans	98	±1	20	36	29	11	4	±3	2.4	±0.1
Demo/APS Pay Plans	99	±1	22	38	26	10	4	±2	2.4	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	20	36	29	11	4	±3	2.4	±0.1
All Others	98	±1	21	33	27	13	6	±1	2.5	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	26	36	24	11	3	±2	2.3	±0.1
Administrative	98	±1	22	35	26	11	5	±2	2.4	±0.1
Technical	98	±1	17	31	30	15	8	±2	2.7	±0.1
Clerical	98	±1	15	30	31	14	10	±3	2.8	±0.1
Other White Collar	99	±1	24	33	24	13	7	±4	2.5	±0.1
Blue Collar	99	±1	18	31	27	15	8	±2	2.6	±0.1
Scientists	98	±2	26	40	21	10	3	±4	2.2	±0.1
Engineers	99	±1	22	39	24	12	3	±3	2.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	21	35	25	13	6	±3	2.5	±0.1
Manager	99	±1	31	36	20	9	3	±4	2.2	±0.1
Wage Leader	99	±2	16	34	27	13	10	±7	2.7	±0.2
Wage Supervisor	97	±2	17	38	27	13	5	±6	2.5	±0.2
Team Leader	99	±1	24	36	24	10	5	±3	2.4	±0.1
Non-Supervisor	99	±1	19	32	28	14	7	±1	2.6	±0.1
EDUCATION										
No College	97	±1	14	27	30	19	10	±2	2.8	±0.1
Some College	99	±1	18	32	29	13	8	±2	2.6	±0.1
4-Year Degree	98	±1	23	36	25	12	4	±2	2.4	±0.1
Graduate/Professional Degree	98	±1	29	36	22	9	3	±2	2.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
i. I would have difficulty finding a job if I stopped working for the military.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	21	33	27	13	6	±1	2.5	±0.1
Other Than Full-Time	98	±1	22	29	30	10	9	±5	2.5	±0.2
CONUS	98	±1	20	34	27	13	6	±1	2.5	±0.1
OCONUS	99	±1	26	29	27	12	6	±3	2.4	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	22	36	25	11	5	±2	2.4	±0.1
In Bargaining Unit	98	±1	19	30	29	15	8	±2	2.6	±0.1
DISABILITY										
No Disability	98	±1	20	34	27	13	6	±1	2.5	±0.1
Disability	98	±1	22	29	26	14	9	±2	2.6	±0.1
Targeted Disability	98	±1	22	27	26	14	12	±4	2.7	±0.1
Other Disability	99	±1	22	30	26	14	7	±3	2.5	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	19	34	28	13	6	±1	2.5	±0.1
Veteran	99	±1	23	33	25	13	6	±2	2.5	±0.1
10 Point, 30%	98	±1	26	32	22	12	8	±3	2.5	±0.1
10 Point, Not 30%	99	±1	25	32	26	11	6	±4	2.4	±0.1
5 Point	99	±1	22	33	26	13	6	±2	2.5	±0.1
No Preference	99	±1	21	35	27	13	4	±4	2.4	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	21	33	27	13	6	±1	2.5	±0.1
Non-Permanent	98	±1	23	32	24	12	9	±4	2.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	18	35	29	13	6	±2	2.5	±0.1
FERS	99	±1	22	33	26	13	7	±1	2.5	±0.1
Other Plan	99	±1	20	34	28	12	7	±4	2.5	±0.1
Not Eligible	99	±1	22	34	25	12	6	±2	2.5	±0.1
Optional Eligible	98	±1	20	33	28	13	6	±2	2.5	±0.1
Discontinued Service	98	±1	17	33	29	15	6	±3	2.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	22	36	25	12	6	±3	2.4	±0.1
30 to 39 Years Old	99	±1	26	31	25	11	7	±3	2.4	±0.1
40 to 49 Years Old	99	±1	20	34	27	13	6	±2	2.5	±0.1
50 to 59 Years Old	98	±1	19	33	27	14	6	±2	2.5	±0.1
60 Years Old or More	97	±1	19	31	30	13	7	±3	2.6	±0.1
6 Months to 4 Years of Service	99	±1	26	33	25	11	6	±3	2.4	±0.1
5 to 10 Years of Service	99	±1	25	32	24	13	7	±3	2.5	±0.1
11 to 20 Years of Service	98	±1	20	33	27	14	7	±2	2.6	±0.1
21 to 30 Years of Service	98	±1	19	33	28	14	6	±2	2.6	±0.1
More Than 30 Years of Service	98	±1	20	36	27	12	6	±2	2.5	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	22	34	26	13	6	±1	2.5	±0.1
Female	98	±1	19	33	29	12	7	±2	2.6	±0.1
Non-Hispanic White	99	±1	22	34	26	13	6	±1	2.5	±0.1
Total Minority	98	±1	18	31	30	13	7	±2	2.6	±0.1
Non-Hispanic Black	97	±1	18	33	29	12	7	±2	2.6	±0.1
Hispanic	99	±1	20	31	28	13	9	±3	2.6	±0.1
Non-Hispanic Asian	98	±1	14	28	37	16	6	±3	2.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?

j. Generally, on a day-to-day basis, I am proud to be working for the military.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages					Max ME	Average Agreement	
			1	2	3	4	5			
OVERALL AND COMPONENT										
Total DoD	99	±1	1	2	13	47	37	±1	4.2	±0.1
Army	99	±1	1	2	11	47	40	±2	4.2	±0.1
Navy	99	±1	1	2	14	49	35	±2	4.1	±0.1
Marine Corps	99	±2	0	1	11	40	49	±5	4.4	±0.1
Air Force	99	±1	1	1	11	49	38	±2	4.2	±0.1
DoD Agencies/Field Activities	97	±1	1	2	17	46	34	±3	4.1	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	1	2	13	47	38	±1	4.2	±0.1
GS 1 to 4	99	±1	1	1	17	44	37	±4	4.1	±0.1
GS 5 to 8	98	±1	1	2	13	45	39	±2	4.2	±0.1
GS 9 to 12	98	±1	1	2	12	47	38	±2	4.2	±0.1
GS/GM 13 to 15	99	±1	1	2	12	50	36	±3	4.2	±0.1
SES	99	±2	0	1	8	40	52	±5	4.4	±0.1
Blue Collar Total	99	±1	1	2	13	48	37	±2	4.2	±0.1
WG 1 to 5	99	±1	1	1	15	42	40	±6	4.2	±0.1
WG 6 to 9	99	±1	1	1	13	43	42	±4	4.2	±0.1
WG 10 to 15	99	±1	1	2	13	51	33	±3	4.1	±0.1
WS/WL 1 to 19	99	±1	0	1	12	48	38	±5	4.2	±0.1
NSPS Pay Plans	99	±1	1	1	15	51	33	±3	4.1	±0.1
Demo/APS Pay Plans	99	±1	1	2	12	51	35	±2	4.2	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	1	15	51	33	±3	4.1	±0.1
All Others	99	±1	1	2	13	47	37	±1	4.2	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	1	2	15	52	30	±2	4.1	±0.1
Administrative	98	±1	1	1	10	46	42	±2	4.3	±0.1
Technical	98	±1	1	1	13	45	40	±2	4.2	±0.1
Clerical	99	±1	1	1	13	43	42	±3	4.2	±0.1
Other White Collar	99	±1	2	2	16	48	32	±4	4.1	±0.1
Blue Collar	99	±1	1	2	13	48	37	±2	4.2	±0.1
Scientists	98	±2	1	4	20	49	25	±4	3.9	±0.1
Engineers	99	±1	1	2	15	55	27	±3	4.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	1	2	11	46	41	±3	4.2	±0.1
Manager	99	±1	0	2	10	43	45	±4	4.3	±0.1
Wage Leader	99	±1	0	1	11	47	41	±7	4.3	±0.1
Wage Supervisor	98	±2	1	2	10	49	39	±6	4.2	±0.1
Team Leader	99	±1	1	1	11	50	38	±3	4.2	±0.1
Non-Supervisor	99	±1	1	2	14	48	36	±1	4.2	±0.1
EDUCATION										
No College	98	±1	1	2	13	46	39	±3	4.2	±0.1
Some College	99	±1	1	1	12	46	40	±2	4.2	±0.1
4-Year Degree	99	±1	1	2	14	51	33	±2	4.1	±0.1
Graduate/Professional Degree	99	±1	1	2	13	48	36	±2	4.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
j. Generally, on a day-to-day basis, I am proud to be working for the military.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	1	2	13	48	37	±1	4.2	±0.1
Other Than Full-Time	100	±1	1	1	18	45	35	±5	4.1	±0.1
CONUS	99	±1	1	2	13	47	38	±1	4.2	±0.1
OCONUS	99	±1	1	2	15	50	32	±4	4.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	2	12	48	37	±2	4.2	±0.1
In Bargaining Unit	98	±1	1	2	14	47	37	±2	4.2	±0.1
DISABILITY										
No Disability	99	±1	1	2	13	48	36	±1	4.2	±0.1
Disability	99	±1	1	2	12	43	42	±2	4.2	±0.1
Targeted Disability	99	±1	1	2	12	42	43	±4	4.2	±0.1
Other Disability	99	±1	1	1	12	44	42	±3	4.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	1	2	15	49	34	±2	4.1	±0.1
Veteran	99	±1	1	2	11	46	42	±2	4.3	±0.1
10 Point, 30%	98	±1	0	1	8	44	47	±3	4.3	±0.1
10 Point, Not 30%	99	±1	1	1	8	40	49	±4	4.4	±0.1
5 Point	99	±1	1	2	12	47	38	±2	4.2	±0.1
No Preference	100	±1	1	1	11	44	43	±4	4.3	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	1	2	13	48	37	±1	4.2	±0.1
Non-Permanent	99	±1	1	2	15	43	39	±4	4.2	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	1	2	15	48	34	±2	4.1	±0.1
FERS	99	±1	1	1	12	48	39	±1	4.2	±0.1
Other Plan	99	±1	1	2	17	45	36	±4	4.1	±0.1
Not Eligible	99	±1	1	1	13	48	37	±2	4.2	±0.1
Optional Eligible	98	±1	1	2	13	47	38	±2	4.2	±0.1
Discontinued Service	98	±1	1	2	13	49	36	±3	4.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	1	1	16	49	33	±3	4.1	±0.1
30 to 39 Years Old	99	±1	1	1	13	49	37	±3	4.2	±0.1
40 to 49 Years Old	99	±1	0	1	12	48	38	±2	4.2	±0.1
50 to 59 Years Old	98	±1	1	2	13	47	37	±2	4.2	±0.1
60 Years Old or More	98	±1	1	2	12	46	39	±3	4.2	±0.1
6 Months to 4 Years of Service	99	±1	1	1	15	48	35	±3	4.1	±0.1
5 to 10 Years of Service	99	±1	1	1	11	47	40	±3	4.2	±0.1
11 to 20 Years of Service	98	±1	1	1	13	49	36	±2	4.2	±0.1
21 to 30 Years of Service	98	±1	1	2	12	47	38	±2	4.2	±0.1
More Than 30 Years of Service	98	±1	1	1	14	45	39	±2	4.2	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	1	2	13	48	36	±1	4.2	±0.1
Female	98	±1	1	1	13	46	39	±2	4.2	±0.1
Non-Hispanic White	99	±1	1	2	12	48	38	±1	4.2	±0.1
Total Minority	98	±1	1	2	14	47	37	±2	4.2	±0.1
Non-Hispanic Black	98	±1	1	1	15	48	35	±2	4.1	±0.1
Hispanic	99	±1	0	1	10	45	43	±3	4.3	±0.1
Non-Hispanic Asian	99	±1	0	1	17	51	30	±4	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?

k. If I stopped working for the military, I would feel like I had let my country down.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	12	33	33	14	7	±1	2.7	±0.1
Army	99	±1	11	33	33	15	8	±2	2.8	±0.1
Navy	99	±1	13	35	32	13	6	±2	2.7	±0.1
Marine Corps	98	±2	12	30	35	15	8	±5	2.8	±0.1
Air Force	99	±1	12	33	32	15	8	±2	2.7	±0.1
DoD Agencies/Field Activities	97	±1	14	31	37	12	5	±3	2.6	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	14	34	33	13	6	±1	2.7	±0.1
GS 1 to 4	99	±1	14	32	35	12	7	±4	2.6	±0.1
GS 5 to 8	99	±1	12	30	36	14	8	±2	2.8	±0.1
GS 9 to 12	99	±1	13	34	34	13	6	±2	2.7	±0.1
GS/GM 13 to 15	99	±1	16	39	28	12	4	±3	2.5	±0.1
SES	99	±2	17	45	21	14	3	±5	2.4	±0.1
Blue Collar Total	99	±1	8	30	34	18	10	±2	2.9	±0.1
WG 1 to 5	98	±1	10	30	29	19	13	±6	3.0	±0.2
WG 6 to 9	99	±1	8	25	34	20	14	±4	3.1	±0.1
WG 10 to 15	99	±1	9	31	34	17	9	±3	2.9	±0.1
WS/WL 1 to 19	99	±1	7	31	35	17	10	±5	2.9	±0.1
NSPS Pay Plans	99	±1	13	37	34	11	4	±3	2.6	±0.1
Demo/APS Pay Plans	99	±1	11	37	34	12	5	±2	2.6	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	13	37	34	11	4	±3	2.6	±0.1
All Others	99	±1	12	33	33	14	7	±1	2.7	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	15	38	31	12	4	±2	2.5	±0.1
Administrative	99	±1	14	35	32	13	7	±2	2.6	±0.1
Technical	99	±1	11	30	37	15	8	±2	2.8	±0.1
Clerical	99	±1	12	30	38	12	7	±3	2.7	±0.1
Other White Collar	99	±1	14	35	30	13	8	±4	2.7	±0.1
Blue Collar	99	±1	8	29	34	18	11	±2	2.9	±0.1
Scientists	99	±2	20	39	28	10	3	±4	2.4	±0.1
Engineers	99	±1	12	41	30	13	4	±3	2.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	13	34	31	15	7	±3	2.7	±0.1
Manager	99	±1	14	37	29	13	7	±4	2.6	±0.1
Wage Leader	99	±1	7	26	34	18	15	±6	3.1	±0.2
Wage Supervisor	98	±2	6	38	32	16	8	±6	2.8	±0.2
Team Leader	99	±1	12	34	32	14	7	±3	2.7	±0.1
Non-Supervisor	99	±1	13	32	34	14	7	±1	2.7	±0.1
EDUCATION										
No College	98	±1	8	27	36	18	11	±2	3.0	±0.1
Some College	99	±1	11	31	35	15	8	±2	2.8	±0.1
4-Year Degree	99	±1	15	37	31	12	5	±2	2.6	±0.1
Graduate/Professional Degree	99	±1	17	38	29	11	5	±2	2.5	±0.1

Note: Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
k. If I stopped working for the military, I would feel like I had let my country down.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	12	33	33	14	7	±1	2.7	±0.1
Other Than Full-Time	99	±1	17	31	35	11	5	±6	2.5	±0.2
CONUS	99	±1	12	33	33	14	7	±1	2.7	±0.1
OCONUS	99	±1	17	29	33	13	8	±3	2.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	13	35	33	13	6	±2	2.6	±0.1
In Bargaining Unit	99	±1	11	31	34	16	8	±2	2.8	±0.1
DISABILITY										
No Disability	99	±1	12	34	34	14	7	±1	2.7	±0.1
Disability	99	±1	13	30	31	16	11	±2	2.8	±0.1
Targeted Disability	99	±1	11	27	33	16	13	±4	2.9	±0.1
Other Disability	99	±1	13	31	31	16	9	±3	2.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	12	33	36	13	6	±1	2.7	±0.1
Veteran	99	±1	13	33	30	15	9	±2	2.7	±0.1
10 Point, 30%	99	±1	13	32	27	16	11	±3	2.8	±0.1
10 Point, Not 30%	99	±1	14	30	30	16	11	±4	2.8	±0.1
5 Point	99	±1	13	34	31	15	8	±2	2.7	±0.1
No Preference	99	±1	13	37	29	12	8	±4	2.6	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	12	33	34	14	7	±1	2.7	±0.1
Non-Permanent	99	±1	18	32	30	12	8	±4	2.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	11	35	35	13	6	±2	2.7	±0.1
FERS	99	±1	13	33	33	15	8	±1	2.7	±0.1
Other Plan	99	±1	15	30	36	11	7	±4	2.6	±0.1
Not Eligible	99	±1	14	33	33	13	7	±2	2.7	±0.1
Optional Eligible	99	±1	12	32	33	15	8	±2	2.7	±0.1
Discontinued Service	98	±1	10	34	35	13	7	±3	2.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	14	35	34	11	5	±3	2.6	±0.1
30 to 39 Years Old	99	±1	14	33	31	14	8	±3	2.7	±0.1
40 to 49 Years Old	99	±1	12	32	34	14	8	±2	2.7	±0.1
50 to 59 Years Old	98	±1	12	34	33	14	7	±2	2.7	±0.1
60 Years Old or More	98	±1	13	31	35	15	7	±3	2.7	±0.1
6 Months to 4 Years of Service	99	±1	15	31	34	14	6	±3	2.6	±0.1
5 to 10 Years of Service	99	±1	12	31	33	16	8	±3	2.8	±0.1
11 to 20 Years of Service	99	±1	11	33	34	14	8	±2	2.7	±0.1
21 to 30 Years of Service	99	±1	12	34	34	14	7	±2	2.7	±0.1
More Than 30 Years of Service	99	±1	13	34	32	14	7	±2	2.7	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	12	33	31	15	8	±1	2.7	±0.1
Female	98	±1	12	32	37	12	6	±2	2.7	±0.1
Non-Hispanic White	99	±1	12	34	33	14	6	±1	2.7	±0.1
Total Minority	98	±1	12	30	34	15	9	±2	2.8	±0.1
Non-Hispanic Black	98	±1	15	34	32	13	7	±2	2.6	±0.1
Hispanic	99	±1	10	27	33	18	12	±3	3.0	±0.1
Non-Hispanic Asian	98	±1	6	24	40	21	9	±4	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?

I. I continue to work for the military because leaving would require considerable sacrifice.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	7	25	34	24	9	±1	3.0	±0.1
Army	99	±1	7	26	34	24	9	±2	3.0	±0.1
Navy	99	±1	7	26	35	23	8	±2	3.0	±0.1
Marine Corps	98	±2	8	24	34	25	9	±5	3.0	±0.1
Air Force	99	±1	6	25	33	26	9	±2	3.1	±0.1
DoD Agencies/Field Activities	98	±1	8	24	37	23	8	±3	3.0	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	8	27	34	23	8	±1	3.0	±0.1
GS 1 to 4	99	±1	9	24	33	23	11	±4	3.0	±0.1
GS 5 to 8	99	±1	6	22	34	26	12	±2	3.2	±0.1
GS 9 to 12	99	±1	7	26	36	24	7	±2	3.0	±0.1
GS/GM 13 to 15	99	±1	10	36	32	17	5	±3	2.7	±0.1
SES	98	±2	25	47	21	5	2	±5	2.1	±0.1
Blue Collar Total	99	±1	4	18	34	31	13	±2	3.3	±0.1
WG 1 to 5	98	±2	5	17	28	31	18	±6	3.4	±0.2
WG 6 to 9	99	±1	3	15	35	30	16	±4	3.4	±0.1
WG 10 to 15	99	±1	4	20	35	30	11	±3	3.2	±0.1
WS/WL 1 to 19	99	±1	2	20	33	31	14	±4	3.3	±0.1
NSPS Pay Plans	99	±1	8	29	37	20	6	±3	2.9	±0.1
Demo/APS Pay Plans	99	±1	8	32	36	19	5	±2	2.8	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	8	29	37	20	6	±3	2.9	±0.1
All Others	99	±1	7	25	34	25	9	±1	3.0	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	10	31	34	21	4	±2	2.8	±0.1
Administrative	99	±1	8	29	34	21	7	±2	2.9	±0.1
Technical	98	±1	6	22	35	27	10	±2	3.1	±0.1
Clerical	98	±1	7	22	35	24	12	±3	3.1	±0.1
Other White Collar	99	±1	8	25	31	25	10	±4	3.0	±0.1
Blue Collar	99	±1	3	18	34	31	13	±2	3.3	±0.1
Scientists	98	±2	11	34	31	19	4	±4	2.7	±0.1
Engineers	99	±1	8	33	34	20	4	±3	2.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	8	27	35	22	8	±3	2.9	±0.1
Manager	99	±1	11	32	33	18	6	±4	2.8	±0.1
Wage Leader	99	±2	1	21	32	31	14	±6	3.4	±0.2
Wage Supervisor	99	±1	3	24	34	28	11	±6	3.2	±0.2
Team Leader	99	±1	7	31	33	21	8	±3	2.9	±0.1
Non-Supervisor	99	±1	7	24	34	26	9	±1	3.1	±0.1
EDUCATION										
No College	98	±1	4	17	33	31	15	±2	3.4	±0.1
Some College	99	±1	6	22	35	26	10	±2	3.1	±0.1
4-Year Degree	99	±1	8	30	34	23	5	±2	2.9	±0.1
Graduate/Professional Degree	99	±1	11	34	32	18	5	±2	2.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
I. I continue to work for the military because leaving would require considerable sacrifice.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	7	25	34	25	9	±1	3.0	±0.1
Other Than Full-Time	99	±1	12	27	33	20	9	±5	2.9	±0.2
CONUS	99	±1	7	25	34	25	9	±1	3.0	±0.1
OCONUS	99	±1	10	26	33	23	8	±3	2.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	8	29	34	22	7	±2	2.9	±0.1
In Bargaining Unit	99	±1	6	21	35	28	11	±2	3.2	±0.1
DISABILITY										
No Disability	99	±1	7	26	34	25	8	±1	3.0	±0.1
Disability	99	±1	7	24	34	24	11	±2	3.1	±0.1
Targeted Disability	99	±1	7	19	37	24	13	±4	3.2	±0.1
Other Disability	99	±1	7	26	33	24	10	±3	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	7	24	35	25	9	±1	3.1	±0.1
Veteran	99	±1	8	28	33	23	8	±2	3.0	±0.1
10 Point, 30%	99	±1	9	30	30	21	10	±3	2.9	±0.1
10 Point, Not 30%	99	±1	8	25	36	20	11	±4	3.0	±0.1
5 Point	99	±1	7	27	34	24	8	±2	3.0	±0.1
No Preference	99	±1	8	29	32	22	8	±4	2.9	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	7	25	34	25	9	±1	3.0	±0.1
Non-Permanent	99	±1	12	27	35	18	9	±4	2.9	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	6	25	36	25	8	±2	3.0	±0.1
FERS	99	±1	7	26	33	25	9	±1	3.0	±0.1
Other Plan	99	±1	9	25	38	20	8	±4	2.9	±0.1
Not Eligible	99	±1	7	26	34	24	9	±2	3.0	±0.1
Optional Eligible	99	±1	7	25	35	24	9	±2	3.0	±0.1
Discontinued Service	98	±1	4	24	34	28	9	±3	3.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	9	27	31	23	10	±3	3.0	±0.1
30 to 39 Years Old	99	±1	9	26	31	24	10	±3	3.0	±0.1
40 to 49 Years Old	99	±1	6	25	35	25	9	±2	3.1	±0.1
50 to 59 Years Old	98	±1	7	25	35	25	8	±2	3.0	±0.1
60 Years Old or More	98	±1	8	27	36	21	8	±3	2.9	±0.1
6 Months to 4 Years of Service	99	±1	10	27	34	20	8	±3	2.9	±0.1
5 to 10 Years of Service	99	±1	8	25	32	25	10	±3	3.0	±0.1
11 to 20 Years of Service	99	±1	6	24	33	27	10	±2	3.1	±0.1
21 to 30 Years of Service	99	±1	6	24	35	26	9	±2	3.1	±0.1
More Than 30 Years of Service	99	±1	9	28	35	21	7	±2	2.9	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	7	27	34	24	8	±1	3.0	±0.1
Female	98	±1	7	23	34	25	10	±2	3.1	±0.1
Non-Hispanic White	99	±1	7	26	34	24	9	±1	3.0	±0.1
Total Minority	98	±1	7	24	34	25	9	±2	3.0	±0.1
Non-Hispanic Black	98	±1	9	26	33	23	9	±2	3.0	±0.1
Hispanic	99	±1	6	25	32	26	12	±3	3.1	±0.1
Non-Hispanic Asian	98	±1	4	20	42	25	9	±4	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
m. I feel like working for the military can help me achieve what I want in life.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	3	9	33	41	14	±1	3.5	±0.1
Army	99	±1	3	9	31	42	15	±2	3.6	±0.1
Navy	99	±1	4	10	36	40	11	±2	3.5	±0.1
Marine Corps	98	±2	3	9	31	40	17	±5	3.6	±0.1
Air Force	99	±1	2	8	32	43	15	±2	3.6	±0.1
DoD Agencies/Field Activities	97	±1	3	9	35	39	13	±3	3.5	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	3	9	34	40	13	±1	3.5	±0.1
GS 1 to 4	99	±1	6	9	33	38	14	±4	3.5	±0.1
GS 5 to 8	99	±1	3	10	34	36	17	±2	3.5	±0.1
GS 9 to 12	98	±1	3	9	34	42	13	±2	3.5	±0.1
GS/GM 13 to 15	99	±1	3	10	35	42	10	±3	3.5	±0.1
SES	99	±2	4	11	31	43	11	±5	3.5	±0.1
Blue Collar Total	99	±1	2	7	29	43	18	±2	3.7	±0.1
WG 1 to 5	98	±2	3	9	26	38	23	±6	3.7	±0.2
WG 6 to 9	98	±1	2	8	27	42	21	±4	3.7	±0.1
WG 10 to 15	99	±1	3	7	32	43	14	±3	3.6	±0.1
WS/WL 1 to 19	99	±1	2	7	26	49	17	±5	3.7	±0.1
NSPS Pay Plans	98	±1	3	9	37	41	10	±3	3.5	±0.1
Demo/APS Pay Plans	99	±1	3	8	37	44	8	±2	3.5	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	3	9	37	41	10	±3	3.5	±0.1
All Others	99	±1	3	9	33	41	14	±1	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	3	10	35	42	9	±2	3.4	±0.1
Administrative	98	±1	3	9	34	42	13	±2	3.5	±0.1
Technical	99	±1	3	9	34	39	16	±2	3.6	±0.1
Clerical	98	±1	4	9	35	35	16	±3	3.5	±0.1
Other White Collar	99	±1	5	11	30	40	15	±4	3.5	±0.1
Blue Collar	99	±1	2	7	29	44	18	±2	3.7	±0.1
Scientists	98	±2	4	12	38	39	6	±4	3.3	±0.1
Engineers	99	±1	3	11	37	43	6	±3	3.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	3	8	33	42	14	±3	3.6	±0.1
Manager	99	±1	2	9	33	43	13	±4	3.5	±0.1
Wage Leader	100	±1	2	6	25	48	19	±6	3.8	±0.2
Wage Supervisor	99	±1	3	6	29	45	17	±6	3.7	±0.1
Team Leader	99	±1	2	10	32	42	13	±3	3.5	±0.1
Non-Supervisor	99	±1	3	9	34	41	14	±1	3.5	±0.1
EDUCATION										
No College	98	±1	3	8	32	40	17	±3	3.6	±0.1
Some College	99	±1	3	8	32	41	16	±2	3.6	±0.1
4-Year Degree	98	±1	3	10	34	42	10	±2	3.5	±0.1
Graduate/Professional Degree	99	±1	3	9	35	41	11	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?
m. I feel like working for the military can help me achieve what I want in life.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	3	9	33	42	14	±1	3.5	±0.1
Other Than Full-Time	99	±1	6	9	32	36	16	±5	3.5	±0.2
CONUS	99	±1	3	9	33	42	14	±1	3.5	±0.1
OCONUS	99	±1	4	8	34	40	14	±4	3.5	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	3	9	34	41	13	±2	3.5	±0.1
In Bargaining Unit	99	±1	3	8	32	42	15	±2	3.6	±0.1
DISABILITY										
No Disability	99	±1	3	9	33	42	13	±1	3.5	±0.1
Disability	98	±1	3	9	32	40	16	±2	3.6	±0.1
Targeted Disability	99	±1	4	9	31	39	19	±4	3.6	±0.1
Other Disability	98	±1	3	9	33	40	15	±3	3.5	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	3	9	35	40	13	±2	3.5	±0.1
Veteran	99	±1	3	8	31	43	15	±2	3.6	±0.1
10 Point, 30%	99	±1	3	8	30	40	19	±3	3.6	±0.1
10 Point, Not 30%	99	±1	3	7	28	42	20	±4	3.7	±0.1
5 Point	99	±1	3	9	32	44	13	±2	3.6	±0.1
No Preference	99	±1	2	8	29	44	16	±4	3.6	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	3	9	33	42	14	±1	3.5	±0.1
Non-Permanent	98	±1	4	10	30	37	19	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	3	10	37	38	11	±2	3.5	±0.1
FERS	99	±1	3	8	31	43	15	±1	3.6	±0.1
Other Plan	99	±1	5	10	34	36	15	±4	3.5	±0.1
Not Eligible	99	±1	3	8	33	42	14	±2	3.6	±0.1
Optional Eligible	99	±1	3	9	33	41	14	±2	3.5	±0.1
Discontinued Service	98	±1	2	10	35	40	12	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	4	8	29	43	16	±3	3.6	±0.1
30 to 39 Years Old	99	±1	3	8	30	43	16	±3	3.6	±0.1
40 to 49 Years Old	99	±1	2	9	33	42	14	±2	3.6	±0.1
50 to 59 Years Old	98	±1	3	9	36	40	12	±2	3.5	±0.1
60 Years Old or More	98	±1	3	9	35	39	13	±3	3.5	±0.1
6 Months to 4 Years of Service	99	±1	4	8	29	44	16	±3	3.6	±0.1
5 to 10 Years of Service	99	±1	3	8	28	44	17	±3	3.6	±0.1
11 to 20 Years of Service	99	±1	3	9	34	41	14	±2	3.6	±0.1
21 to 30 Years of Service	99	±1	3	9	35	41	12	±2	3.5	±0.1
More Than 30 Years of Service	99	±1	3	9	37	39	12	±2	3.5	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	3	8	32	43	13	±1	3.6	±0.1
Female	98	±1	3	9	35	38	15	±2	3.5	±0.1
Non-Hispanic White	99	±1	3	9	34	42	13	±1	3.5	±0.1
Total Minority	98	±1	3	9	32	40	16	±2	3.6	±0.1
Non-Hispanic Black	98	±1	4	9	31	41	15	±2	3.6	±0.1
Hispanic	98	±1	3	9	29	41	18	±3	3.6	±0.1
Non-Hispanic Asian	98	±1	2	9	37	39	13	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. How much do you agree or disagree with the following statements about working for your organization?

n. One of the problems with no longer working for the military would be the lack of available alternatives.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	10	26	37	21	7	±1	2.9	±0.1
Army	99	±1	10	26	36	21	7	±2	2.9	±0.1
Navy	99	±1	10	28	37	19	6	±2	2.8	±0.1
Marine Corps	98	±2	10	23	39	22	6	±5	2.9	±0.1
Air Force	99	±1	9	26	37	22	7	±2	2.9	±0.1
DoD Agencies/Field Activities	98	±1	11	24	40	19	6	±3	2.8	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	11	27	36	19	6	±1	2.8	±0.1
GS 1 to 4	99	±1	10	20	40	21	9	±4	3.0	±0.1
GS 5 to 8	98	±1	8	21	39	23	9	±2	3.0	±0.1
GS 9 to 12	99	±1	10	27	38	19	6	±2	2.8	±0.1
GS/GM 13 to 15	99	±1	17	36	29	15	3	±3	2.5	±0.1
SES	99	±1	38	46	12	3	0	±5	1.8	±0.1
Blue Collar Total	99	±1	6	20	39	26	9	±2	3.1	±0.1
WG 1 to 5	98	±2	5	18	33	30	13	±5	3.3	±0.2
WG 6 to 9	99	±1	6	16	39	28	12	±4	3.2	±0.1
WG 10 to 15	99	±1	7	22	39	25	7	±3	3.0	±0.1
WS/WL 1 to 19	99	±1	3	21	42	27	7	±5	3.1	±0.1
NSPS Pay Plans	98	±1	11	30	36	18	4	±3	2.7	±0.1
Demo/APS Pay Plans	99	±1	11	34	35	16	4	±2	2.7	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	11	30	36	18	4	±3	2.7	±0.1
All Others	99	±1	10	26	37	21	7	±1	2.9	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	15	33	32	16	3	±2	2.6	±0.1
Administrative	99	±1	11	29	37	18	5	±2	2.8	±0.1
Technical	99	±1	8	22	39	23	8	±2	3.0	±0.1
Clerical	98	±1	7	20	40	23	10	±3	3.1	±0.1
Other White Collar	99	±1	11	29	37	16	7	±4	2.8	±0.1
Blue Collar	99	±1	6	20	39	26	9	±2	3.1	±0.1
Scientists	98	±2	19	34	30	15	3	±4	2.5	±0.1
Engineers	99	±1	13	34	32	17	3	±3	2.6	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	10	30	35	19	6	±3	2.8	±0.1
Manager	99	±1	17	34	30	14	4	±4	2.5	±0.1
Wage Leader	100	±1	3	19	40	27	11	±6	3.2	±0.2
Wage Supervisor	99	±2	5	24	40	24	7	±6	3.0	±0.2
Team Leader	99	±1	12	31	35	17	5	±3	2.7	±0.1
Non-Supervisor	99	±1	9	24	38	22	7	±1	2.9	±0.1
EDUCATION										
No College	98	±1	4	17	40	28	11	±3	3.2	±0.1
Some College	99	±1	7	23	40	22	8	±2	3.0	±0.1
4-Year Degree	99	±1	13	30	35	18	4	±2	2.7	±0.1
Graduate/Professional Degree	99	±1	17	36	29	15	3	±2	2.5	±0.1

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	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	10	26	37	21	7	±1	2.9	±0.1
Other Than Full-Time	99	±1	13	22	37	18	9	±5	2.9	±0.2
CONUS	99	±1	10	26	37	21	7	±1	2.9	±0.1
OCONUS	98	±1	14	24	36	20	5	±3	2.8	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	12	29	35	18	6	±1	2.8	±0.1
In Bargaining Unit	99	±1	8	22	39	23	8	±2	3.0	±0.1
DISABILITY										
No Disability	99	±1	10	26	37	21	6	±1	2.9	±0.1
Disability	99	±1	10	25	37	20	8	±2	2.9	±0.1
Targeted Disability	99	±1	10	22	38	20	10	±4	3.0	±0.1
Other Disability	99	±1	10	26	36	21	7	±3	2.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	9	25	37	21	7	±1	2.9	±0.1
Veteran	99	±1	11	27	36	20	6	±2	2.8	±0.1
10 Point, 30%	98	±1	12	29	34	18	8	±3	2.8	±0.1
10 Point, Not 30%	99	±1	12	26	36	19	7	±4	2.8	±0.1
5 Point	99	±1	10	27	38	20	6	±2	2.8	±0.1
No Preference	99	±1	11	30	33	21	6	±4	2.8	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	10	26	37	20	7	±1	2.9	±0.1
Non-Permanent	99	±1	11	26	33	23	7	±4	2.9	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	8	27	40	19	6	±2	2.9	±0.1
FERS	99	±1	11	26	35	21	7	±1	2.9	±0.1
Other Plan	99	±1	9	26	37	21	7	±4	2.9	±0.1
Not Eligible	99	±1	11	27	36	20	7	±2	2.8	±0.1
Optional Eligible	99	±1	9	26	38	21	6	±2	2.9	±0.1
Discontinued Service	98	±1	7	26	38	23	6	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	11	28	33	21	7	±3	2.8	±0.1
30 to 39 Years Old	99	±1	13	25	35	21	7	±3	2.8	±0.1
40 to 49 Years Old	99	±1	9	26	36	21	7	±2	2.9	±0.1
50 to 59 Years Old	98	±1	9	27	39	20	6	±2	2.9	±0.1
60 Years Old or More	98	±1	10	25	40	19	6	±3	2.9	±0.1
6 Months to 4 Years of Service	99	±1	13	27	34	20	6	±3	2.8	±0.1
5 to 10 Years of Service	99	±1	12	24	35	21	8	±3	2.9	±0.1
11 to 20 Years of Service	99	±1	9	25	36	22	8	±2	2.9	±0.1
21 to 30 Years of Service	99	±1	8	26	38	21	6	±2	2.9	±0.1
More Than 30 Years of Service	99	±1	10	29	40	16	5	±2	2.8	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	10	27	37	20	6	±1	2.8	±0.1
Female	98	±1	9	24	37	21	8	±2	2.9	±0.1
Non-Hispanic White	99	±1	10	27	36	20	6	±1	2.8	±0.1
Total Minority	98	±1	9	24	38	21	8	±2	3.0	±0.1
Non-Hispanic Black	97	±1	8	24	38	21	8	±2	3.0	±0.1
Hispanic	98	±1	9	23	35	24	9	±3	3.0	±0.1
Non-Hispanic Asian	98	±1	7	23	42	22	6	±4	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

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o. I am committed to making working for the military a career.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	3	7	27	38	26	±1	3.8	±0.1
Army	99	±1	3	6	26	38	27	±2	3.8	±0.1
Navy	99	±1	3	7	28	38	24	±2	3.7	±0.1
Marine Corps	99	±2	2	7	25	34	32	±5	3.9	±0.1
Air Force	99	±1	2	6	24	40	28	±2	3.9	±0.1
DoD Agencies/Field Activities	97	±1	4	8	32	34	22	±3	3.6	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	3	7	28	37	25	±1	3.7	±0.1
GS 1 to 4	98	±2	6	10	33	29	22	±4	3.5	±0.1
GS 5 to 8	99	±1	3	7	28	35	28	±2	3.8	±0.1
GS 9 to 12	98	±1	3	7	27	38	25	±2	3.8	±0.1
GS/GM 13 to 15	99	±1	3	7	30	39	21	±3	3.7	±0.1
SES	98	±2	3	9	30	32	26	±5	3.7	±0.1
Blue Collar Total	99	±1	2	4	22	41	31	±2	4.0	±0.1
WG 1 to 5	98	±2	3	7	23	37	31	±6	3.8	±0.2
WG 6 to 9	98	±1	2	3	22	38	35	±4	4.0	±0.1
WG 10 to 15	99	±1	2	4	25	42	27	±3	3.9	±0.1
WS/WL 1 to 19	99	±1	1	4	16	45	34	±5	4.1	±0.1
NSPS Pay Plans	98	±1	3	8	32	39	19	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	2	7	29	40	20	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	3	8	32	39	19	±3	3.6	±0.1
All Others	99	±1	3	7	27	38	26	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	4	9	33	37	17	±2	3.5	±0.1
Administrative	99	±1	2	6	25	39	27	±2	3.8	±0.1
Technical	98	±1	2	6	27	37	28	±2	3.8	±0.1
Clerical	98	±1	3	8	30	32	27	±3	3.7	±0.1
Other White Collar	99	±1	4	7	28	36	25	±4	3.7	±0.1
Blue Collar	99	±1	2	4	22	41	31	±2	4.0	±0.1
Scientists	98	±2	6	11	35	35	13	±4	3.4	±0.1
Engineers	99	±1	3	10	33	41	14	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	3	6	25	39	27	±3	3.8	±0.1
Manager	99	±1	2	7	24	37	31	±4	3.9	±0.1
Wage Leader	99	±2	0	5	16	45	34	±7	4.1	±0.1
Wage Supervisor	99	±1	1	2	21	43	33	±6	4.1	±0.1
Team Leader	99	±1	2	7	28	39	24	±3	3.8	±0.1
Non-Supervisor	99	±1	3	7	28	37	25	±1	3.7	±0.1
EDUCATION										
No College	98	±1	2	5	21	40	31	±3	3.9	±0.1
Some College	99	±1	2	5	26	38	29	±2	3.9	±0.1
4-Year Degree	99	±1	3	8	30	39	19	±2	3.6	±0.1
Graduate/Professional Degree	99	±1	4	9	31	36	20	±2	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

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o. I am committed to making working for the military a career.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	3	6	27	38	26	±1	3.8	±0.1
Other Than Full-Time	98	±2	9	12	35	25	19	±5	3.3	±0.2
CONUS	99	±1	3	6	27	38	26	±1	3.8	±0.1
OCONUS	98	±1	5	9	31	34	21	±4	3.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	3	7	28	38	24	±2	3.7	±0.1
In Bargaining Unit	99	±1	3	6	26	38	28	±2	3.8	±0.1
DISABILITY										
No Disability	99	±1	3	7	27	38	25	±1	3.8	±0.1
Disability	99	±1	2	6	27	37	28	±2	3.8	±0.1
Targeted Disability	99	±1	2	6	25	35	31	±4	3.9	±0.1
Other Disability	99	±1	2	6	27	37	27	±3	3.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	3	7	29	37	23	±1	3.7	±0.1
Veteran	99	±1	2	6	24	40	29	±2	3.9	±0.1
10 Point, 30%	99	±1	2	6	26	35	31	±3	3.9	±0.1
10 Point, Not 30%	99	±1	3	4	25	37	31	±4	3.9	±0.1
5 Point	99	±1	2	6	24	41	27	±2	3.9	±0.1
No Preference	99	±1	2	7	23	39	30	±4	3.9	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	2	6	27	39	26	±1	3.8	±0.1
Non-Permanent	98	±2	9	11	33	23	24	±4	3.4	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	2	6	25	41	26	±2	3.8	±0.1
FERS	99	±1	3	7	27	38	26	±1	3.8	±0.1
Other Plan	98	±2	8	11	33	27	21	±4	3.4	±0.1
Not Eligible	99	±1	3	8	29	36	24	±2	3.7	±0.1
Optional Eligible	99	±1	3	6	26	39	27	±2	3.8	±0.1
Discontinued Service	98	±1	2	6	24	43	26	±3	3.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	5	11	36	26	21	±3	3.5	±0.1
30 to 39 Years Old	99	±1	4	7	28	35	26	±3	3.7	±0.1
40 to 49 Years Old	99	±1	2	6	27	39	26	±2	3.8	±0.1
50 to 59 Years Old	98	±1	2	5	26	41	26	±2	3.8	±0.1
60 Years Old or More	98	±1	3	7	23	40	26	±3	3.8	±0.1
6 Months to 4 Years of Service	99	±1	6	9	33	29	22	±3	3.5	±0.1
5 to 10 Years of Service	99	±1	3	8	29	33	26	±3	3.7	±0.1
11 to 20 Years of Service	99	±1	2	6	28	39	25	±2	3.8	±0.1
21 to 30 Years of Service	98	±1	2	6	24	41	26	±2	3.8	±0.1
More Than 30 Years of Service	98	±1	2	5	25	40	29	±2	3.9	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	2	6	26	40	26	±1	3.8	±0.1
Female	98	±1	4	7	29	35	26	±2	3.7	±0.1
Non-Hispanic White	99	±1	3	6	27	39	26	±1	3.8	±0.1
Total Minority	98	±1	3	7	28	36	26	±2	3.7	±0.1
Non-Hispanic Black	98	±1	4	7	27	37	25	±2	3.7	±0.1
Hispanic	99	±1	2	6	27	35	30	±3	3.8	±0.1
Non-Hispanic Asian	98	±1	2	7	35	38	19	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

42. Affective Commitment scale: Constructed from Q42a, Q42b, Q42e, Q42h, Q42j, and Q42m. Affective commitment can be defined as an emotional attachment to, an identification with, and an involvement in an organization.

	Percent Responding		Mean	Max ME	Affective Commitment
OVERALL AND COMPONENT					
Total DoD	99	±1	3.9	±0.1	
Army	99	±1	4.0	±0.1	
Navy	99	±1	3.8	±0.1	
Marine Corps	99	±2	4.1	±0.1	
Air Force	99	±1	4.0	±0.1	
DoD Agencies/Field Activities	98	±1	3.8	±0.1	
PAY PLAN/GRADE					
White Collar Total	99	±1	3.9	±0.1	
GS 1 to 4	99	±1	3.9	±0.1	
GS 5 to 8	99	±1	3.9	±0.1	
GS 9 to 12	99	±1	3.9	±0.1	
GS/GM 13 to 15	99	±1	3.9	±0.1	
SES	99	±1	4.1	±0.1	
Blue Collar Total	99	±1	3.9	±0.1	
WG 1 to 5	99	±1	3.9	±0.1	
WG 6 to 9	99	±1	4.0	±0.1	
WG 10 to 15	100	±1	3.9	±0.1	
WS/WL 1 to 19	99	±1	4.0	±0.1	
NSPS Pay Plans	99	±1	3.9	±0.1	
Demo/APS Pay Plans	99	±1	3.9	±0.1	
NSPS STATUS					
Spiral 1.1	99	±1	3.9	±0.1	
All Others	99	±1	3.9	±0.1	
OCCUPATIONAL GROUPS					
Professional	99	±1	3.8	±0.1	
Administrative	99	±1	4.0	±0.1	
Technical	99	±1	3.9	±0.1	
Clerical	99	±1	4.0	±0.1	
Other White Collar	100	±1	3.8	±0.1	
Blue Collar	99	±1	3.9	±0.1	
Scientists	99	±2	3.7	±0.1	
Engineers	99	±1	3.8	±0.1	
SUPERVISOR/MANAGER					
Supervisor	99	±1	4.0	±0.1	
Manager	99	±1	4.0	±0.1	
Wage Leader	99	±1	4.0	±0.1	
Wage Supervisor	99	±1	3.9	±0.1	
Team Leader	99	±1	3.9	±0.1	
Non-Supervisor	99	±1	3.9	±0.1	
EDUCATION					
No College	98	±1	3.9	±0.1	
Some College	99	±1	4.0	±0.1	
4-Year Degree	99	±1	3.9	±0.1	
Graduate/Professional Degree	99	±1	3.9	±0.1	

Note. Percent responding are Civilian employees who answered the question. The scale ranges from 1 to 5. Higher scores indicate a higher degree of commitment. Cronbach's coefficient alpha = .91.

42. Affective Commitment scale: Constructed from Q42a, Q42b, Q42e, Q42h, Q42j, and Q42m. Affective commitment can be defined as an emotional attachment to, an identification with, and an involvement in an organization.

	Percent Responding		Mean	Max ME	Affective Commitment
SCHEDULE/LOCATION					
Full-Time	99	±1	3.9	±0.1	
Other Than Full-Time	99	±1	3.9	±0.1	
CONUS	99	±1	3.9	±0.1	
OCONUS	99	±1	3.9	±0.1	
BARGAINING UNIT					
Not in Bargaining Unit	99	±1	3.9	±0.1	
In Bargaining Unit	99	±1	3.9	±0.1	
DISABILITY					
No Disability	99	±1	3.9	±0.1	
Disability	99	±1	4.0	±0.1	
Targeted Disability	99	±1	4.0	±0.1	
Other Disability	99	±1	4.0	±0.1	
VETERAN/PREFERENCE					
Non-Veteran	99	±1	3.8	±0.1	
Veteran	99	±1	4.0	±0.1	
10 Point, 30%	99	±1	4.1	±0.1	
10 Point, Not 30%	100	±1	4.1	±0.1	
5 Point	99	±1	4.0	±0.1	
No Preference	99	±1	4.0	±0.1	
TYPE OF APPOINTMENT					
Permanent	99	±1	3.9	±0.1	
Non-Permanent	99	±1	3.9	±0.1	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	99	±1	3.8	±0.1	
FERS	99	±1	4.0	±0.1	
Other Plan	99	±1	3.9	±0.1	
Not Eligible	99	±1	3.9	±0.1	
Optional Eligible	99	±1	3.9	±0.1	
Discontinued Service	98	±1	3.9	±0.1	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	100	±1	3.9	±0.1	
30 to 39 Years Old	99	±1	3.9	±0.1	
40 to 49 Years Old	99	±1	3.9	±0.1	
50 to 59 Years Old	99	±1	3.9	±0.1	
60 Years Old or More	98	±1	3.9	±0.1	
6 Months to 4 Years of Service	99	±1	3.9	±0.1	
5 to 10 Years of Service	99	±1	4.0	±0.1	
11 to 20 Years of Service	99	±1	3.9	±0.1	
21 to 30 Years of Service	99	±1	3.9	±0.1	
More Than 30 Years of Service	99	±1	3.9	±0.1	
GENDER & RACE/ETHNICITY					
Male	99	±1	3.9	±0.1	
Female	98	±1	3.9	±0.1	
Non-Hispanic White	99	±1	3.9	±0.1	
Total Minority	98	±1	3.9	±0.1	
Non-Hispanic Black	98	±1	3.9	±0.1	
Hispanic	99	±1	4.0	±0.1	
Non-Hispanic Asian	98	±1	3.8	±0.1	

Note. Percent responding are Civilian employees who answered the question. The scale ranges from 1 to 5. Higher scores indicate a higher degree of commitment. Cronbach's coefficient alpha = .91.

42. Continuance Commitment scale: Constructed from Q42c, Q42f, Q42i, Q42l, and Q42n. Continuance commitment can be defined as an attachment based on the perceived costs associated with leaving an organization.

	Percent Responding		Mean	Max ME	Continuance Commitment
OVERALL AND COMPONENT					
Total DoD	99	±1	3.1	±0.1	
Army	99	±1	3.1	±0.1	
Navy	99	±1	3.1	±0.1	
Marine Corps	99	±2	3.1	±0.1	
Air Force	99	±1	3.2	±0.1	
DoD Agencies/Field Activities	98	±1	3.1	±0.1	
PAY PLAN/GRADE					
White Collar Total	99	±1	3.1	±0.1	
GS 1 to 4	99	±1	3.2	±0.1	
GS 5 to 8	99	±1	3.3	±0.1	
GS 9 to 12	99	±1	3.1	±0.1	
GS/GM 13 to 15	99	±1	2.8	±0.1	
SES	99	±1	2.3	±0.1	
Blue Collar Total	99	±1	3.3	±0.1	
WG 1 to 5	99	±1	3.4	±0.1	
WG 6 to 9	99	±1	3.4	±0.1	
WG 10 to 15	100	±1	3.2	±0.1	
WS/WL 1 to 19	99	±1	3.3	±0.1	
NSPS Pay Plans	99	±1	3.0	±0.1	
Demo/APS Pay Plans	99	±1	2.9	±0.1	
NSPS STATUS					
Spiral 1.1	99	±1	3.0	±0.1	
All Others	99	±1	3.1	±0.1	
OCCUPATIONAL GROUPS					
Professional	99	±1	2.9	±0.1	
Administrative	99	±1	3.0	±0.1	
Technical	99	±1	3.2	±0.1	
Clerical	99	±1	3.3	±0.1	
Other White Collar	100	±1	3.1	±0.1	
Blue Collar	99	±1	3.3	±0.1	
Scientists	99	±2	2.7	±0.1	
Engineers	99	±1	2.9	±0.1	
SUPERVISOR/MANAGER					
Supervisor	99	±1	3.1	±0.1	
Manager	99	±1	2.9	±0.1	
Wage Leader	100	±1	3.4	±0.1	
Wage Supervisor	99	±1	3.2	±0.1	
Team Leader	99	±1	3.0	±0.1	
Non-Supervisor	99	±1	3.2	±0.1	
EDUCATION					
No College	98	±1	3.4	±0.1	
Some College	99	±1	3.2	±0.1	
4-Year Degree	99	±1	3.0	±0.1	
Graduate/Professional Degree	99	±1	2.8	±0.1	

Note. Percent responding are Civilian employees who answered the question. The scale ranges from 1 to 5. Higher scores indicate a higher degree of commitment. Cronbach's coefficient alpha = .80.

42. Continuance Commitment scale: Constructed from Q42c, Q42f, Q42i, Q42l, and Q42n. Continuance commitment can be defined as an attachment based on the perceived costs associated with leaving an organization.

	Percent Responding		Mean	Max ME	Continuance Commitment
SCHEDULE/LOCATION					
Full-Time	99	±1	3.1	±0.1	
Other Than Full-Time	99	±1	3.0	±0.1	
CONUS	99	±1	3.1	±0.1	
OCONUS	99	±1	3.0	±0.1	
BARGAINING UNIT					
Not in Bargaining Unit	99	±1	3.0	±0.1	
In Bargaining Unit	99	±1	3.2	±0.1	
DISABILITY					
No Disability	99	±1	3.1	±0.1	
Disability	99	±1	3.2	±0.1	
Targeted Disability	99	±1	3.2	±0.1	
Other Disability	99	±1	3.1	±0.1	
VETERAN/PREFERENCE					
Non-Veteran	99	±1	3.1	±0.1	
Veteran	99	±1	3.1	±0.1	
10 Point, 30%	99	±1	3.1	±0.1	
10 Point, Not 30%	100	±1	3.1	±0.1	
5 Point	99	±1	3.1	±0.1	
No Preference	100	±1	3.1	±0.1	
TYPE OF APPOINTMENT					
Permanent	99	±1	3.1	±0.1	
Non-Permanent	99	±1	3.0	±0.1	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	99	±1	3.1	±0.1	
FERS	99	±1	3.1	±0.1	
Other Plan	99	±1	3.0	±0.1	
Not Eligible	99	±1	3.1	±0.1	
Optional Eligible	99	±1	3.1	±0.1	
Discontinued Service	98	±1	3.2	±0.1	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	100	±1	3.0	±0.1	
30 to 39 Years Old	99	±1	3.1	±0.1	
40 to 49 Years Old	99	±1	3.2	±0.1	
50 to 59 Years Old	99	±1	3.1	±0.1	
60 Years Old or More	99	±1	3.1	±0.1	
6 Months to 4 Years of Service	99	±1	3.0	±0.1	
5 to 10 Years of Service	99	±1	3.1	±0.1	
11 to 20 Years of Service	99	±1	3.2	±0.1	
21 to 30 Years of Service	99	±1	3.2	±0.1	
More Than 30 Years of Service	99	±1	3.0	±0.1	
GENDER & RACE/ETHNICITY					
Male	99	±1	3.1	±0.1	
Female	99	±1	3.2	±0.1	
Non-Hispanic White	99	±1	3.1	±0.1	
Total Minority	99	±1	3.1	±0.1	
Non-Hispanic Black	98	±1	3.1	±0.1	
Hispanic	99	±1	3.2	±0.1	
Non-Hispanic Asian	99	±1	3.2	±0.1	

Note. Percent responding are Civilian employees who answered the question. The scale ranges from 1 to 5. Higher scores indicate a higher degree of commitment. Cronbach's coefficient alpha = .80.

42. Normative Commitment scale: Constructed from Q42d, Q42g, and Q42k. Normative commitment can be defined as a sense of obligation to remain in an organization.

	Percent Responding		Mean	Max ME	Normative Commitment
OVERALL AND COMPONENT					
Total DoD	99	±1	3.0	±0.1	
Army	99	±1	3.0	±0.1	
Navy	99	±1	2.9	±0.1	
Marine Corps	99	±2	3.0	±0.1	
Air Force	99	±1	3.0	±0.1	
DoD Agencies/Field Activities	98	±1	2.9	±0.1	
PAY PLAN/GRADE					
White Collar Total	99	±1	2.9	±0.1	
GS 1 to 4	99	±1	2.9	±0.1	
GS 5 to 8	99	±1	3.0	±0.1	
GS 9 to 12	99	±1	2.9	±0.1	
GS/GM 13 to 15	99	±1	2.8	±0.1	
SES	99	±1	2.8	±0.1	
Blue Collar Total	99	±1	3.1	±0.1	
WG 1 to 5	99	±2	3.1	±0.2	
WG 6 to 9	99	±1	3.3	±0.1	
WG 10 to 15	100	±1	3.0	±0.1	
WS/WL 1 to 19	99	±1	3.2	±0.2	
NSPS Pay Plans	99	±1	2.8	±0.1	
Demo/APS Pay Plans	99	±1	2.9	±0.1	
NSPS STATUS					
Spiral 1.1	99	±1	2.8	±0.1	
All Others	99	±1	3.0	±0.1	
OCCUPATIONAL GROUPS					
Professional	99	±1	2.7	±0.1	
Administrative	99	±1	2.9	±0.1	
Technical	99	±1	3.0	±0.1	
Clerical	99	±1	3.0	±0.1	
Other White Collar	100	±1	2.9	±0.1	
Blue Collar	99	±1	3.1	±0.1	
Scientists	99	±2	2.6	±0.1	
Engineers	99	±1	2.7	±0.1	
SUPERVISOR/MANAGER					
Supervisor	99	±1	3.0	±0.1	
Manager	99	±1	2.9	±0.1	
Wage Leader	99	±1	3.3	±0.1	
Wage Supervisor	99	±1	3.1	±0.1	
Team Leader	99	±1	3.0	±0.1	
Non-Supervisor	99	±1	2.9	±0.1	
EDUCATION					
No College	98	±1	3.2	±0.1	
Some College	99	±1	3.0	±0.1	
4-Year Degree	99	±1	2.8	±0.1	
Graduate/Professional Degree	99	±1	2.7	±0.1	

Note. Percent responding are Civilian employees who answered the question. The scale ranges from 1 to 5. Higher scores indicate a higher degree of commitment. Cronbach's coefficient alpha = .82.

42. Normative Commitment scale: Constructed from Q42d, Q42g, and Q42k. Normative commitment can be defined as a sense of obligation to remain in an organization.

	Percent Responding		Mean	Max ME	Normative Commitment
SCHEDULE/LOCATION					
Full-Time	99	±1	3.0	±0.1	
Other Than Full-Time	99	±1	2.8	±0.1	
CONUS	99	±1	3.0	±0.1	
OCONUS	99	±1	2.9	±0.1	
BARGAINING UNIT					
Not in Bargaining Unit	99	±1	2.9	±0.1	
In Bargaining Unit	99	±1	3.0	±0.1	
DISABILITY					
No Disability	99	±1	2.9	±0.1	
Disability	99	±1	3.1	±0.1	
Targeted Disability	99	±1	3.1	±0.1	
Other Disability	99	±1	3.1	±0.1	
VETERAN/PREFERENCE					
Non-Veteran	99	±1	2.9	±0.1	
Veteran	99	±1	3.0	±0.1	
10 Point, 30%	99	±1	3.1	±0.1	
10 Point, Not 30%	100	±1	3.1	±0.1	
5 Point	99	±1	3.0	±0.1	
No Preference	99	±1	3.0	±0.1	
TYPE OF APPOINTMENT					
Permanent	99	±1	3.0	±0.1	
Non-Permanent	99	±1	2.8	±0.1	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	99	±1	2.9	±0.1	
FERS	99	±1	3.0	±0.1	
Other Plan	99	±1	2.9	±0.1	
Not Eligible	99	±1	2.9	±0.1	
Optional Eligible	99	±1	3.0	±0.1	
Discontinued Service	98	±1	3.0	±0.1	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	100	±1	2.8	±0.1	
30 to 39 Years Old	99	±1	3.0	±0.1	
40 to 49 Years Old	99	±1	3.0	±0.1	
50 to 59 Years Old	99	±1	3.0	±0.1	
60 Years Old or More	98	±1	3.0	±0.1	
6 Months to 4 Years of Service	99	±1	2.9	±0.1	
5 to 10 Years of Service	99	±1	3.0	±0.1	
11 to 20 Years of Service	99	±1	3.0	±0.1	
21 to 30 Years of Service	99	±1	3.0	±0.1	
More Than 30 Years of Service	99	±1	3.0	±0.1	
GENDER & RACE/ETHNICITY					
Male	99	±1	3.0	±0.1	
Female	98	±1	2.9	±0.1	
Non-Hispanic White	99	±1	2.9	±0.1	
Total Minority	98	±1	3.0	±0.1	
Non-Hispanic Black	98	±1	2.9	±0.1	
Hispanic	99	±1	3.2	±0.1	
Non-Hispanic Asian	98	±1	3.1	±0.1	

Note. Percent responding are Civilian employees who answered the question. The scale ranges from 1 to 5. Higher scores indicate a higher degree of commitment. Cronbach's coefficient alpha = .82.

43. Overall, how well prepared are you to perform your duties in support of your organization's mission?

1. Very poorly prepared
2. Poorly prepared
3. Neither well nor poorly prepared
4. Well prepared
5. Very well prepared

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Preparedness	
OVERALL AND COMPONENT										
Total DoD	100	±1	0	1	6	44	48	±1	4.4	±0.1
Army	100	±1	0	1	5	43	51	±2	4.4	±0.1
Navy	100	±1	0	1	7	45	47	±2	4.4	±0.1
Marine Corps	98	±2	0	1	5	39	55	±5	4.5	±0.1
Air Force	100	±1	0	1	6	44	49	±2	4.4	±0.1
DoD Agencies/Field Activities	100	±1	0	1	7	45	46	±3	4.4	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	0	1	6	45	48	±1	4.4	±0.1
GS 1 to 4	99	±1	0	1	8	42	49	±4	4.4	±0.1
GS 5 to 8	100	±1	0	1	6	43	50	±2	4.4	±0.1
GS 9 to 12	100	±1	0	1	7	46	45	±2	4.4	±0.1
GS/GM 13 to 15	100	±1	0	1	4	45	49	±3	4.4	±0.1
SES	99	±1	0	0	1	28	71	±5	4.7	±0.1
Blue Collar Total	99	±1	0	1	6	41	52	±2	4.4	±0.1
WG 1 to 5	99	±1	0	1	6	38	55	±6	4.5	±0.1
WG 6 to 9	99	±1	0	1	5	41	53	±4	4.5	±0.1
WG 10 to 15	100	±1	0	1	6	42	51	±3	4.4	±0.1
WS/WL 1 to 19	100	±1	0	1	5	44	51	±5	4.4	±0.1
NSPS Pay Plans	100	±1	0	1	6	50	43	±3	4.3	±0.1
Demo/APS Pay Plans	100	±1	0	1	6	51	42	±2	4.3	±0.1
NSPS STATUS										
Spiral 1.1	100	±1	0	1	6	50	43	±3	4.3	±0.1
All Others	100	±1	0	1	6	44	49	±1	4.4	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	0	1	7	49	44	±2	4.3	±0.1
Administrative	100	±1	0	1	6	45	48	±2	4.4	±0.1
Technical	99	±1	0	1	5	44	50	±2	4.4	±0.1
Clerical	99	±1	0	1	6	42	51	±3	4.4	±0.1
Other White Collar	99	±1	0	1	8	40	50	±4	4.4	±0.1
Blue Collar	100	±1	0	1	6	41	52	±2	4.4	±0.1
Scientists	100	±1	0	1	6	47	47	±4	4.4	±0.1
Engineers	100	±1	0	1	9	53	37	±3	4.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±1	0	1	5	43	51	±3	4.4	±0.1
Manager	100	±1	0	0	3	36	60	±4	4.6	±0.1
Wage Leader	100	±0	0	0	3	41	55	±7	4.5	±0.1
Wage Supervisor	99	±1	0	1	7	43	49	±6	4.4	±0.1
Team Leader	100	±1	0	1	5	43	50	±3	4.4	±0.1
Non-Supervisor	100	±1	0	1	7	46	46	±1	4.4	±0.1
EDUCATION										
No College	99	±1	0	1	5	43	51	±3	4.4	±0.1
Some College	100	±1	0	1	6	43	50	±2	4.4	±0.1
4-Year Degree	100	±1	0	1	7	50	41	±2	4.3	±0.1
Graduate/Professional Degree	100	±1	0	1	5	42	52	±2	4.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

Overall, how well prepared are you to perform your duties in support of your organization's mission?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Preparedness	
SCHEDULE/LOCATION										
Full-Time	100	±1	0	1	6	44	49	±1	4.4	±0.1
Other Than Full-Time	99	±1	0	1	7	48	45	±5	4.4	±0.1
CONUS	100	±1	0	1	6	45	48	±1	4.4	±0.1
OCONUS	100	±1	0	1	7	41	51	±4	4.4	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	100	±1	0	1	6	45	48	±2	4.4	±0.1
In Bargaining Unit	99	±1	0	1	7	44	49	±2	4.4	±0.1
DISABILITY										
No Disability	100	±1	0	1	6	45	48	±1	4.4	±0.1
Disability	100	±1	0	1	7	39	53	±2	4.4	±0.1
Targeted Disability	100	±1	1	1	7	40	51	±4	4.4	±0.1
Other Disability	100	±1	0	1	6	39	53	±3	4.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	0	1	7	47	45	±2	4.4	±0.1
Veteran	100	±1	0	1	5	41	53	±2	4.5	±0.1
10 Point, 30%	100	±1	0	1	5	35	60	±3	4.5	±0.1
10 Point, Not 30%	100	±1	0	1	5	39	55	±4	4.5	±0.1
5 Point	100	±1	0	1	5	42	52	±2	4.4	±0.1
No Preference	99	±1	0	1	6	46	48	±4	4.4	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	0	1	6	44	48	±1	4.4	±0.1
Non-Permanent	99	±1	0	0	7	45	47	±4	4.4	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	100	±1	0	1	6	43	50	±2	4.4	±0.1
FERS	100	±1	0	1	6	45	48	±1	4.4	±0.1
Other Plan	99	±1	0	1	7	42	50	±4	4.4	±0.1
Not Eligible	100	±1	0	1	6	46	46	±2	4.4	±0.1
Optional Eligible	99	±1	0	1	6	42	52	±2	4.4	±0.1
Discontinued Service	100	±1	0	1	7	46	46	±3	4.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	0	1	11	54	34	±3	4.2	±0.1
30 to 39 Years Old	100	±1	0	1	7	47	45	±3	4.4	±0.1
40 to 49 Years Old	100	±1	0	1	6	46	47	±2	4.4	±0.1
50 to 59 Years Old	100	±1	0	1	5	42	52	±2	4.4	±0.1
60 Years Old or More	100	±1	0	1	4	35	61	±3	4.6	±0.1
6 Months to 4 Years of Service	100	±1	0	1	9	51	39	±3	4.3	±0.1
5 to 10 Years of Service	100	±1	0	1	7	46	46	±3	4.4	±0.1
11 to 20 Years of Service	100	±1	0	1	6	46	47	±2	4.4	±0.1
21 to 30 Years of Service	100	±1	0	1	6	43	51	±2	4.4	±0.1
More Than 30 Years of Service	100	±1	0	1	4	39	56	±2	4.5	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	0	1	6	44	49	±1	4.4	±0.1
Female	100	±1	0	1	6	45	48	±2	4.4	±0.1
Non-Hispanic White	100	±1	0	1	6	45	48	±1	4.4	±0.1
Total Minority	99	±1	0	1	7	44	48	±2	4.4	±0.1
Non-Hispanic Black	99	±1	0	1	6	43	50	±2	4.4	±0.1
Hispanic	99	±1	0	1	6	42	51	±3	4.4	±0.1
Non-Hispanic Asian	100	±1	0	1	7	51	41	±4	4.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

44. Overall, how well prepared is your organization to perform its mission?

1. Very poorly prepared
2. Poorly prepared
3. Neither well nor poorly prepared
4. Well prepared
5. Very well prepared

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Preparedness	
OVERALL AND COMPONENT										
Total DoD	99	±1	1	6	16	49	27	±1	3.9	±0.1
Army	99	±1	1	7	15	48	28	±2	4.0	±0.1
Navy	99	±1	2	7	18	48	25	±2	3.9	±0.1
Marine Corps	98	±2	1	6	17	48	28	±5	3.9	±0.1
Air Force	99	±1	1	5	15	50	29	±2	4.0	±0.1
DoD Agencies/Field Activities	99	±1	2	7	16	50	25	±3	3.9	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	1	6	15	49	28	±1	4.0	±0.1
GS 1 to 4	98	±2	1	5	14	47	34	±4	4.1	±0.1
GS 5 to 8	99	±1	1	6	15	46	33	±2	4.0	±0.1
GS 9 to 12	99	±1	1	6	16	51	26	±2	3.9	±0.1
GS/GM 13 to 15	99	±1	1	8	17	51	24	±3	3.9	±0.1
SES	99	±1	1	5	9	49	36	±5	4.2	±0.1
Blue Collar Total	99	±1	2	7	18	46	26	±2	3.9	±0.1
WG 1 to 5	98	±1	2	8	16	45	30	±6	3.9	±0.2
WG 6 to 9	98	±2	2	7	19	45	28	±4	3.9	±0.1
WG 10 to 15	99	±1	2	8	20	47	24	±3	3.8	±0.1
WS/WL 1 to 19	98	±2	1	6	16	48	28	±5	4.0	±0.1
NSPS Pay Plans	99	±1	1	4	15	52	28	±3	4.0	±0.1
Demo/APS Pay Plans	99	±1	1	5	17	52	25	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	4	15	52	28	±3	4.0	±0.1
All Others	99	±1	1	6	16	49	27	±1	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	1	7	18	53	22	±2	3.9	±0.1
Administrative	99	±1	1	6	15	50	28	±2	4.0	±0.1
Technical	99	±1	1	6	15	49	30	±2	4.0	±0.1
Clerical	99	±1	1	4	12	45	38	±3	4.2	±0.1
Other White Collar	99	±1	4	12	18	40	26	±4	3.7	±0.1
Blue Collar	99	±1	2	7	18	47	26	±2	3.9	±0.1
Scientists	99	±1	2	9	21	52	17	±4	3.7	±0.1
Engineers	99	±1	1	8	20	54	17	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	1	6	15	51	27	±3	4.0	±0.1
Manager	99	±1	1	6	12	47	34	±4	4.1	±0.1
Wage Leader	99	±1	2	7	17	48	27	±6	3.9	±0.2
Wage Supervisor	100	±1	2	6	14	49	30	±6	4.0	±0.1
Team Leader	99	±1	2	8	18	48	24	±3	3.8	±0.1
Non-Supervisor	99	±1	1	6	17	49	27	±1	3.9	±0.1
EDUCATION										
No College	98	±1	1	6	14	47	33	±3	4.0	±0.1
Some College	99	±1	2	6	16	47	29	±2	4.0	±0.1
4-Year Degree	99	±1	1	7	18	52	22	±2	3.9	±0.1
Graduate/Professional Degree	99	±1	1	7	16	51	25	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

44. Overall, how well prepared is your organization to perform its mission?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Preparedness	
SCHEDULE/LOCATION										
Full-Time	99	±1	1	6	16	49	27	±1	3.9	±0.1
Other Than Full-Time	99	±2	1	6	16	48	29	±5	4.0	±0.1
CONUS	99	±1	1	6	16	49	27	±1	3.9	±0.1
OCONUS	99	±1	1	9	17	46	26	±4	3.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	6	16	49	27	±2	4.0	±0.1
In Bargaining Unit	99	±1	2	7	17	48	27	±2	3.9	±0.1
DISABILITY										
No Disability	99	±1	1	6	16	50	27	±1	3.9	±0.1
Disability	99	±1	2	7	17	45	29	±2	3.9	±0.1
Targeted Disability	99	±1	2	8	19	45	27	±4	3.9	±0.1
Other Disability	99	±1	2	7	16	45	30	±3	3.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	1	6	16	50	26	±2	3.9	±0.1
Veteran	99	±1	1	7	16	47	28	±2	3.9	±0.1
10 Point, 30%	99	±1	2	7	14	44	33	±3	4.0	±0.1
10 Point, Not 30%	99	±1	1	6	15	48	30	±4	4.0	±0.1
5 Point	99	±1	1	8	17	48	26	±2	3.9	±0.1
No Preference	99	±1	1	5	15	49	29	±4	4.0	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	1	6	16	49	27	±1	3.9	±0.1
Non-Permanent	98	±1	1	5	14	50	29	±4	4.0	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	1	7	16	48	28	±2	3.9	±0.1
FERS	99	±1	1	6	16	49	27	±1	3.9	±0.1
Other Plan	99	±1	2	7	16	47	28	±4	3.9	±0.1
Not Eligible	99	±1	1	6	17	50	25	±2	3.9	±0.1
Optional Eligible	99	±1	1	6	15	48	29	±2	4.0	±0.1
Discontinued Service	99	±1	2	8	18	47	26	±3	3.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	1	6	17	51	25	±3	3.9	±0.1
30 to 39 Years Old	99	±1	1	6	18	51	22	±3	3.9	±0.1
40 to 49 Years Old	99	±1	1	6	16	50	26	±2	3.9	±0.1
50 to 59 Years Old	99	±1	2	7	15	47	29	±2	4.0	±0.1
60 Years Old or More	98	±1	1	5	14	46	34	±3	4.1	±0.1
6 Months to 4 Years of Service	99	±1	1	6	17	50	26	±3	3.9	±0.1
5 to 10 Years of Service	99	±1	1	6	17	49	26	±3	3.9	±0.1
11 to 20 Years of Service	99	±1	2	7	17	49	25	±2	3.9	±0.1
21 to 30 Years of Service	99	±1	1	6	16	48	29	±2	4.0	±0.1
More Than 30 Years of Service	99	±1	1	7	15	48	29	±2	4.0	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	2	7	18	48	25	±1	3.9	±0.1
Female	99	±1	1	5	14	50	31	±2	4.0	±0.1
Non-Hispanic White	99	±1	1	7	17	49	26	±1	3.9	±0.1
Total Minority	99	±1	1	5	15	48	30	±2	4.0	±0.1
Non-Hispanic Black	98	±1	1	4	13	47	34	±2	4.1	±0.1
Hispanic	99	±1	1	6	15	48	29	±3	4.0	±0.1
Non-Hispanic Asian	99	±1	2	4	19	52	24	±4	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

45. How well has your training prepared you to perform your duties in support of your organization's mission?

1. Very poorly
2. Poorly
3. Neither well nor poorly
4. Well
5. Very well

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Preparedness	
OVERALL AND COMPONENT										
Total DoD	99	±1	2	6	18	43	31	±1	4.0	±0.1
Army	99	±1	2	5	16	44	33	±2	4.0	±0.1
Navy	99	±1	2	7	20	42	29	±2	3.9	±0.1
Marine Corps	99	±2	2	6	18	40	35	±5	4.0	±0.1
Air Force	100	±1	2	6	17	43	32	±2	4.0	±0.1
DoD Agencies/Field Activities	99	±1	3	6	18	44	30	±3	3.9	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	2	6	18	43	31	±1	4.0	±0.1
GS 1 to 4	99	±1	2	5	17	42	34	±4	4.0	±0.1
GS 5 to 8	99	±1	2	6	16	42	33	±2	4.0	±0.1
GS 9 to 12	100	±1	2	6	19	43	30	±2	3.9	±0.1
GS/GM 13 to 15	99	±1	1	6	18	45	30	±3	4.0	±0.1
SES	99	±1	1	2	10	36	50	±5	4.3	±0.1
Blue Collar Total	99	±1	2	5	17	43	34	±2	4.0	±0.1
WG 1 to 5	99	±1	3	6	19	38	34	±6	3.9	±0.1
WG 6 to 9	99	±1	3	5	17	41	34	±4	4.0	±0.1
WG 10 to 15	100	±1	1	5	16	45	33	±3	4.0	±0.1
WS/WL 1 to 19	99	±1	1	4	16	44	36	±5	4.1	±0.1
NSPS Pay Plans	100	±1	2	5	18	49	26	±3	3.9	±0.1
Demo/APS Pay Plans	100	±1	1	5	19	48	27	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	100	±1	2	5	18	49	26	±3	3.9	±0.1
All Others	99	±1	2	6	18	43	31	±1	4.0	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	1	6	18	46	28	±2	3.9	±0.1
Administrative	100	±1	2	6	19	43	30	±2	3.9	±0.1
Technical	99	±1	2	6	18	41	33	±2	4.0	±0.1
Clerical	99	±1	2	5	17	42	34	±3	4.0	±0.1
Other White Collar	100	±1	3	6	15	40	35	±4	4.0	±0.1
Blue Collar	99	±1	2	5	17	43	33	±2	4.0	±0.1
Scientists	100	±1	1	5	18	48	27	±4	3.9	±0.1
Engineers	100	±1	2	9	23	47	19	±3	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	1	5	15	45	33	±3	4.0	±0.1
Manager	99	±1	1	4	16	39	41	±4	4.2	±0.1
Wage Leader	100	±1	1	4	17	39	39	±6	4.1	±0.2
Wage Supervisor	100	±1	1	4	12	49	34	±6	4.1	±0.1
Team Leader	100	±1	2	7	19	42	31	±3	3.9	±0.1
Non-Supervisor	100	±1	2	6	18	44	30	±1	3.9	±0.1
EDUCATION										
No College	99	±1	1	4	16	44	34	±3	4.1	±0.1
Some College	99	±1	2	6	17	43	33	±2	4.0	±0.1
4-Year Degree	99	±1	2	7	20	45	25	±2	3.8	±0.1
Graduate/Professional Degree	100	±1	1	5	16	42	35	±2	4.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

45. How well has your training prepared you to perform your duties in support of your organization's mission?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Preparedness	
SCHEDULE/LOCATION										
Full-Time	99	±1	2	6	18	43	31	±1	4.0	±0.1
Other Than Full-Time	99	±1	1	5	19	44	31	±5	4.0	±0.1
CONUS	99	±1	2	6	18	44	31	±1	4.0	±0.1
OCONUS	99	±1	2	7	18	40	34	±4	4.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	2	5	17	44	32	±2	4.0	±0.1
In Bargaining Unit	99	±1	2	6	18	43	31	±2	3.9	±0.1
DISABILITY										
No Disability	99	±1	2	6	18	45	30	±1	4.0	±0.1
Disability	99	±1	2	6	19	37	36	±2	4.0	±0.1
Targeted Disability	100	±1	3	7	19	36	36	±4	4.0	±0.1
Other Disability	99	±1	2	6	19	37	36	±3	4.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	2	6	19	45	28	±2	3.9	±0.1
Veteran	99	±1	2	5	17	41	35	±2	4.0	±0.1
10 Point, 30%	99	±1	2	6	16	35	42	±3	4.1	±0.1
10 Point, Not 30%	100	±1	2	4	15	39	40	±4	4.1	±0.1
5 Point	99	±1	2	6	17	43	33	±2	4.0	±0.1
No Preference	100	±1	1	4	17	45	33	±4	4.1	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	2	6	18	43	31	±1	4.0	±0.1
Non-Permanent	99	±1	2	4	16	45	32	±4	4.0	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	2	5	18	44	31	±2	4.0	±0.1
FERS	100	±1	2	6	18	43	31	±1	4.0	±0.1
Other Plan	99	±1	2	5	20	43	31	±4	4.0	±0.1
Not Eligible	100	±1	2	6	19	44	29	±2	3.9	±0.1
Optional Eligible	99	±1	2	5	17	42	34	±2	4.0	±0.1
Discontinued Service	100	±1	2	6	19	43	30	±3	3.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	100	±1	2	7	19	49	23	±3	3.8	±0.1
30 to 39 Years Old	100	±1	2	7	18	45	28	±3	3.9	±0.1
40 to 49 Years Old	99	±1	2	6	18	44	30	±2	4.0	±0.1
50 to 59 Years Old	99	±1	2	5	18	42	33	±2	4.0	±0.1
60 Years Old or More	99	±1	2	5	16	38	41	±3	4.1	±0.1
6 Months to 4 Years of Service	100	±1	2	7	20	44	27	±3	3.9	±0.1
5 to 10 Years of Service	99	±1	2	6	16	43	32	±3	4.0	±0.1
11 to 20 Years of Service	99	±1	2	6	18	44	30	±2	3.9	±0.1
21 to 30 Years of Service	99	±1	2	5	18	44	32	±2	4.0	±0.1
More Than 30 Years of Service	99	±1	2	5	17	40	36	±2	4.0	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	2	6	18	43	31	±1	4.0	±0.1
Female	99	±1	2	5	17	44	31	±2	4.0	±0.1
Non-Hispanic White	100	±1	2	6	19	44	30	±1	3.9	±0.1
Total Minority	99	±1	2	5	16	43	34	±2	4.0	±0.1
Non-Hispanic Black	99	±1	1	4	13	43	38	±2	4.1	±0.1
Hispanic	99	±1	2	5	17	41	34	±3	4.0	±0.1
Non-Hispanic Asian	99	±1	3	6	20	44	28	±4	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?

a. Availability of personnel services for your work location

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	5	14	27	43	10	±1	3.4	±0.1
Army	99	±1	5	14	27	43	11	±2	3.4	±0.1
Navy	99	±1	6	15	29	42	9	±2	3.3	±0.1
Marine Corps	98	±2	5	16	25	42	11	±5	3.4	±0.1
Air Force	99	±1	5	14	28	43	9	±2	3.4	±0.1
DoD Agencies/Field Activities	99	±1	5	15	26	44	10	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	6	15	27	42	10	±1	3.4	±0.1
GS 1 to 4	99	±1	4	11	27	42	16	±4	3.6	±0.1
GS 5 to 8	99	±1	6	14	26	43	11	±2	3.4	±0.1
GS 9 to 12	99	±1	6	15	28	42	9	±2	3.3	±0.1
GS/GM 13 to 15	99	±1	6	18	27	42	8	±3	3.3	±0.1
SES	99	±1	4	15	24	44	14	±5	3.5	±0.1
Blue Collar Total	99	±1	4	13	28	45	10	±2	3.4	±0.1
WG 1 to 5	98	±2	4	10	28	43	14	±6	3.5	±0.1
WG 6 to 9	99	±1	5	12	26	44	13	±4	3.5	±0.1
WG 10 to 15	100	±1	4	14	30	45	7	±3	3.4	±0.1
WS/WL 1 to 19	99	±1	4	12	24	51	9	±5	3.5	±0.1
NSPS Pay Plans	99	±1	3	11	25	44	17	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	4	15	29	43	9	±2	3.4	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	3	11	25	44	17	±3	3.6	±0.1
All Others	99	±1	5	14	27	43	10	±1	3.4	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	15	30	42	8	±2	3.3	±0.1
Administrative	99	±1	6	16	26	42	11	±2	3.4	±0.1
Technical	99	±1	5	13	27	44	11	±2	3.4	±0.1
Clerical	99	±1	5	14	26	42	13	±3	3.4	±0.1
Other White Collar	99	±1	8	14	27	42	9	±4	3.3	±0.1
Blue Collar	99	±1	4	13	28	45	10	±2	3.4	±0.1
Scientists	100	±1	5	18	33	36	8	±4	3.2	±0.1
Engineers	99	±1	5	15	31	43	6	±3	3.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	6	15	23	45	11	±3	3.4	±0.1
Manager	99	±1	7	19	21	43	10	±4	3.3	±0.1
Wage Leader	100	±1	5	10	22	51	11	±6	3.5	±0.2
Wage Supervisor	100	±1	4	14	25	48	9	±6	3.4	±0.1
Team Leader	99	±1	5	16	30	40	9	±3	3.3	±0.1
Non-Supervisor	99	±1	5	14	28	43	10	±1	3.4	±0.1
EDUCATION										
No College	99	±1	3	11	25	48	13	±3	3.6	±0.1
Some College	99	±1	5	14	27	43	10	±2	3.4	±0.1
4-Year Degree	99	±1	6	15	29	42	8	±2	3.3	±0.1
Graduate/Professional Degree	99	±1	6	17	27	40	9	±2	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?
a. Availability of personnel services for your work location

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	5	15	27	43	10	±1	3.4	±0.1
Other Than Full-Time	98	±2	5	11	28	42	15	±5	3.5	±0.2
CONUS	99	±1	5	14	28	43	10	±1	3.4	±0.1
OCONUS	99	±1	7	17	24	40	11	±3	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	5	15	27	43	10	±2	3.4	±0.1
In Bargaining Unit	99	±1	5	14	28	43	10	±2	3.4	±0.1
DISABILITY										
No Disability	99	±1	5	14	28	44	10	±1	3.4	±0.1
Disability	99	±1	7	16	27	40	10	±2	3.3	±0.1
Targeted Disability	99	±1	6	16	28	39	12	±4	3.3	±0.1
Other Disability	99	±1	7	16	27	40	10	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	5	14	28	43	10	±2	3.4	±0.1
Veteran	99	±1	5	15	27	43	10	±2	3.4	±0.1
10 Point, 30%	98	±1	7	15	25	41	12	±3	3.4	±0.1
10 Point, Not 30%	99	±1	4	15	27	42	11	±4	3.4	±0.1
5 Point	99	±1	5	15	28	43	9	±2	3.4	±0.1
No Preference	99	±1	6	12	26	47	9	±4	3.4	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	5	15	28	43	10	±1	3.4	±0.1
Non-Permanent	98	±2	4	13	26	43	15	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	6	16	27	43	9	±2	3.3	±0.1
FERS	99	±1	5	14	28	43	10	±1	3.4	±0.1
Other Plan	98	±2	5	14	29	40	12	±4	3.4	±0.1
Not Eligible	99	±1	5	14	29	42	10	±2	3.4	±0.1
Optional Eligible	99	±1	5	14	27	43	10	±2	3.4	±0.1
Discontinued Service	99	±1	7	15	26	44	9	±3	3.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	3	11	28	46	13	±3	3.6	±0.1
30 to 39 Years Old	99	±1	4	12	31	43	9	±3	3.4	±0.1
40 to 49 Years Old	99	±1	5	14	27	43	10	±2	3.4	±0.1
50 to 59 Years Old	99	±1	6	16	26	43	9	±2	3.3	±0.1
60 Years Old or More	99	±1	6	16	26	40	12	±3	3.4	±0.1
6 Months to 4 Years of Service	99	±1	3	11	28	46	12	±3	3.5	±0.1
5 to 10 Years of Service	99	±1	5	13	28	43	11	±3	3.4	±0.1
11 to 20 Years of Service	99	±1	5	14	29	42	9	±2	3.4	±0.1
21 to 30 Years of Service	99	±1	6	16	27	42	9	±2	3.3	±0.1
More Than 30 Years of Service	99	±1	6	17	26	43	9	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	5	14	28	44	9	±1	3.4	±0.1
Female	99	±1	6	15	26	42	12	±2	3.4	±0.1
Non-Hispanic White	99	±1	5	15	28	42	9	±1	3.3	±0.1
Total Minority	99	±1	5	12	25	46	12	±2	3.5	±0.1
Non-Hispanic Black	98	±1	4	10	22	50	14	±2	3.6	±0.1
Hispanic	99	±1	5	13	24	46	12	±3	3.5	±0.1
Non-Hispanic Asian	99	±1	4	13	29	45	10	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?

b. Quality of personnel services for your work location (e.g., timeliness and completeness of response, usefulness of information, and helpfulness of staff)

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages					Max ME	Average Satisfaction	
			1	2	3	4	5			
OVERALL AND COMPONENT										
Total DoD	99	±1	5	15	29	41	9	±1	3.3	±0.1
Army	99	±1	5	15	28	42	10	±2	3.4	±0.1
Navy	99	±1	6	16	32	39	8	±2	3.3	±0.1
Marine Corps	99	±2	6	19	29	36	9	±5	3.2	±0.1
Air Force	99	±1	6	15	30	41	8	±2	3.3	±0.1
DoD Agencies/Field Activities	99	±1	5	15	28	42	10	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	6	16	29	40	9	±1	3.3	±0.1
GS 1 to 4	97	±2	4	11	28	41	15	±4	3.5	±0.1
GS 5 to 8	99	±1	6	15	27	41	11	±2	3.4	±0.1
GS 9 to 12	99	±1	6	16	30	40	9	±2	3.3	±0.1
GS/GM 13 to 15	99	±1	6	19	27	41	8	±3	3.2	±0.1
SES	99	±1	4	19	25	38	14	±5	3.4	±0.1
Blue Collar Total	99	±1	5	14	31	42	9	±2	3.4	±0.1
WG 1 to 5	99	±1	4	12	30	41	13	±6	3.4	±0.2
WG 6 to 9	99	±1	4	14	29	42	11	±4	3.4	±0.1
WG 10 to 15	100	±1	5	15	33	41	6	±3	3.3	±0.1
WS/WL 1 to 19	99	±1	4	13	29	46	8	±5	3.4	±0.1
NSPS Pay Plans	99	±1	4	12	25	43	16	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	5	14	32	41	8	±2	3.3	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	4	12	25	43	16	±3	3.6	±0.1
All Others	99	±1	5	15	29	41	9	±1	3.3	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	16	32	40	8	±2	3.3	±0.1
Administrative	99	±1	6	17	27	40	10	±2	3.3	±0.1
Technical	99	±1	5	14	28	43	10	±2	3.4	±0.1
Clerical	98	±1	6	14	27	40	13	±3	3.4	±0.1
Other White Collar	99	±1	7	17	29	39	9	±4	3.2	±0.1
Blue Collar	99	±1	5	14	31	42	9	±2	3.4	±0.1
Scientists	100	±1	5	17	34	36	8	±4	3.2	±0.1
Engineers	99	±1	5	14	35	39	6	±3	3.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	6	16	26	43	10	±3	3.4	±0.1
Manager	100	±1	7	20	21	42	10	±4	3.3	±0.1
Wage Leader	100	±1	5	12	26	47	9	±6	3.4	±0.2
Wage Supervisor	99	±1	4	14	29	44	9	±6	3.4	±0.1
Team Leader	99	±1	6	17	31	39	8	±3	3.3	±0.1
Non-Supervisor	99	±1	5	14	30	41	9	±1	3.3	±0.1
EDUCATION										
No College	99	±1	3	12	28	45	12	±3	3.5	±0.1
Some College	99	±1	5	15	29	41	9	±2	3.3	±0.1
4-Year Degree	99	±1	6	16	31	39	8	±2	3.3	±0.1
Graduate/Professional Degree	99	±1	7	17	28	39	9	±2	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?

b. Quality of personnel services for your work location (e.g., timeliness and completeness of response, usefulness of information, and helpfulness of staff)

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	6	15	29	41	9	±1	3.3	±0.1
Other Than Full-Time	97	±2	4	12	27	43	14	±5	3.5	±0.1
CONUS	99	±1	5	15	29	41	9	±1	3.3	±0.1
OCONUS	99	±1	7	19	26	38	10	±3	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	6	15	28	41	9	±2	3.3	±0.1
In Bargaining Unit	99	±1	5	15	30	41	9	±2	3.3	±0.1
DISABILITY										
No Disability	99	±1	5	15	29	42	9	±1	3.4	±0.1
Disability	99	±1	7	17	29	38	9	±2	3.3	±0.1
Targeted Disability	99	±1	6	16	31	36	10	±4	3.3	±0.1
Other Disability	99	±1	7	17	29	38	9	±3	3.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	5	15	30	41	10	±2	3.3	±0.1
Veteran	99	±1	6	16	29	41	9	±2	3.3	±0.1
10 Point, 30%	98	±1	7	17	27	38	11	±3	3.3	±0.1
10 Point, Not 30%	99	±1	5	14	30	41	10	±4	3.4	±0.1
5 Point	99	±1	5	16	29	41	8	±2	3.3	±0.1
No Preference	100	±1	6	14	27	45	8	±4	3.3	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	6	15	29	41	9	±1	3.3	±0.1
Non-Permanent	98	±2	4	14	25	42	14	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	6	16	29	41	9	±2	3.3	±0.1
FERS	99	±1	5	15	29	41	9	±1	3.3	±0.1
Other Plan	99	±2	5	15	29	40	11	±4	3.4	±0.1
Not Eligible	99	±1	5	15	30	41	9	±2	3.3	±0.1
Optional Eligible	99	±1	5	15	29	41	10	±2	3.3	±0.1
Discontinued Service	99	±1	6	16	28	41	8	±3	3.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	3	12	30	43	12	±3	3.5	±0.1
30 to 39 Years Old	99	±1	5	14	31	41	9	±3	3.4	±0.1
40 to 49 Years Old	99	±1	6	15	29	41	9	±2	3.3	±0.1
50 to 59 Years Old	99	±1	6	16	28	41	9	±2	3.3	±0.1
60 Years Old or More	99	±1	6	15	28	39	12	±3	3.4	±0.1
6 Months to 4 Years of Service	99	±1	3	11	30	43	12	±3	3.5	±0.1
5 to 10 Years of Service	99	±1	5	15	29	41	11	±3	3.4	±0.1
11 to 20 Years of Service	99	±1	6	15	29	41	9	±2	3.3	±0.1
21 to 30 Years of Service	99	±1	6	16	29	40	8	±2	3.3	±0.1
More Than 30 Years of Service	99	±1	5	17	28	40	9	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	5	15	30	41	8	±1	3.3	±0.1
Female	99	±1	6	15	28	40	11	±2	3.3	±0.1
Non-Hispanic White	99	±1	6	16	30	40	9	±1	3.3	±0.1
Total Minority	99	±1	5	12	27	45	11	±2	3.4	±0.1
Non-Hispanic Black	98	±1	4	11	24	49	12	±2	3.5	±0.1
Hispanic	99	±1	5	13	28	43	11	±3	3.4	±0.1
Non-Hispanic Asian	98	±1	5	12	31	43	9	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?

c. Availability of personnel services at a centralized location (away from your worksite)

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	5	14	37	37	7	±1	3.3	±0.1
Army	99	±1	5	13	36	38	8	±2	3.3	±0.1
Navy	99	±1	6	15	39	34	6	±2	3.2	±0.1
Marine Corps	98	±2	8	16	37	33	7	±5	3.2	±0.1
Air Force	99	±1	5	13	38	38	7	±2	3.3	±0.1
DoD Agencies/Field Activities	99	±1	4	15	35	39	7	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	6	14	37	36	7	±1	3.2	±0.1
GS 1 to 4	98	±2	3	9	38	37	12	±4	3.5	±0.1
GS 5 to 8	99	±1	6	13	34	39	9	±2	3.3	±0.1
GS 9 to 12	99	±1	6	14	39	35	6	±2	3.2	±0.1
GS/GM 13 to 15	99	±1	7	18	36	34	5	±3	3.1	±0.1
SES	99	±1	5	25	31	31	8	±5	3.1	±0.1
Blue Collar Total	99	±1	3	12	35	42	7	±2	3.4	±0.1
WG 1 to 5	98	±2	4	8	33	43	11	±6	3.5	±0.1
WG 6 to 9	99	±1	3	11	34	41	10	±4	3.4	±0.1
WG 10 to 15	100	±1	3	13	38	41	5	±3	3.3	±0.1
WS/WL 1 to 19	99	±1	3	12	32	45	7	±5	3.4	±0.1
NSPS Pay Plans	99	±1	4	11	36	38	11	±3	3.4	±0.1
Demo/APS Pay Plans	99	±1	6	16	42	32	5	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	4	11	36	38	11	±3	3.4	±0.1
All Others	99	±1	5	14	37	37	7	±1	3.3	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	6	14	42	33	5	±2	3.2	±0.1
Administrative	99	±1	6	16	35	36	7	±2	3.2	±0.1
Technical	99	±1	5	12	36	39	8	±2	3.3	±0.1
Clerical	98	±1	5	13	36	36	10	±3	3.3	±0.1
Other White Collar	99	±1	7	13	37	37	7	±4	3.2	±0.1
Blue Collar	99	±1	3	12	35	42	7	±2	3.4	±0.1
Scientists	99	±1	6	17	45	29	3	±4	3.1	±0.1
Engineers	99	±1	6	14	45	32	3	±3	3.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	6	16	34	36	7	±3	3.2	±0.1
Manager	99	±1	7	20	30	36	7	±4	3.2	±0.1
Wage Leader	99	±1	3	12	31	46	8	±7	3.4	±0.2
Wage Supervisor	100	±1	3	12	34	43	8	±6	3.4	±0.1
Team Leader	99	±1	6	15	40	33	6	±3	3.2	±0.1
Non-Supervisor	99	±1	5	13	38	37	7	±1	3.3	±0.1
EDUCATION										
No College	98	±1	4	11	35	41	10	±3	3.4	±0.1
Some College	99	±1	5	13	36	38	7	±2	3.3	±0.1
4-Year Degree	99	±1	6	15	39	35	6	±2	3.2	±0.1
Graduate/Professional Degree	99	±1	7	16	38	33	5	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?
c. Availability of personnel services at a centralized location (away from your worksite)

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	5	14	37	37	7	±1	3.3	±0.1
Other Than Full-Time	98	±2	3	9	42	35	10	±5	3.4	±0.1
CONUS	99	±1	5	14	37	37	7	±1	3.3	±0.1
OCONUS	99	±1	7	16	33	37	7	±4	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	6	14	37	36	7	±2	3.2	±0.1
In Bargaining Unit	99	±1	5	13	36	38	7	±2	3.3	±0.1
DISABILITY										
No Disability	99	±1	5	14	37	38	7	±1	3.3	±0.1
Disability	99	±1	6	15	37	34	8	±2	3.2	±0.1
Targeted Disability	99	±1	5	16	38	34	8	±4	3.2	±0.1
Other Disability	99	±1	7	15	37	33	8	±3	3.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	5	14	38	36	7	±2	3.2	±0.1
Veteran	99	±1	5	14	36	38	7	±2	3.3	±0.1
10 Point, 30%	99	±1	6	15	34	36	10	±3	3.3	±0.1
10 Point, Not 30%	99	±1	5	12	35	38	10	±4	3.3	±0.1
5 Point	99	±1	5	14	36	38	6	±2	3.3	±0.1
No Preference	99	±1	5	12	35	40	7	±4	3.3	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	5	14	37	37	7	±1	3.3	±0.1
Non-Permanent	98	±2	3	9	35	41	12	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	6	16	36	35	6	±2	3.2	±0.1
FERS	99	±1	5	13	37	38	7	±1	3.3	±0.1
Other Plan	98	±2	5	12	38	35	10	±4	3.3	±0.1
Not Eligible	99	±1	5	13	38	36	7	±2	3.3	±0.1
Optional Eligible	99	±1	5	14	36	38	7	±2	3.3	±0.1
Discontinued Service	99	±1	7	16	35	37	6	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	2	7	37	43	10	±3	3.5	±0.1
30 to 39 Years Old	99	±1	4	11	42	37	7	±3	3.3	±0.1
40 to 49 Years Old	99	±1	5	13	37	38	7	±2	3.3	±0.1
50 to 59 Years Old	99	±1	7	16	35	36	6	±2	3.2	±0.1
60 Years Old or More	99	±1	6	17	34	36	7	±3	3.2	±0.1
6 Months to 4 Years of Service	99	±1	3	8	38	42	9	±3	3.5	±0.1
5 to 10 Years of Service	99	±1	4	11	37	38	9	±3	3.4	±0.1
11 to 20 Years of Service	99	±1	6	14	38	36	6	±2	3.2	±0.1
21 to 30 Years of Service	99	±1	6	16	37	35	6	±2	3.2	±0.1
More Than 30 Years of Service	99	±1	6	17	34	36	6	±2	3.2	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	5	14	37	38	6	±1	3.3	±0.1
Female	99	±1	6	14	36	36	8	±2	3.3	±0.1
Non-Hispanic White	99	±1	6	15	38	35	6	±1	3.2	±0.1
Total Minority	98	±1	4	11	34	41	9	±2	3.4	±0.1
Non-Hispanic Black	98	±1	3	9	32	45	10	±2	3.5	±0.1
Hispanic	99	±1	5	12	33	41	10	±3	3.4	±0.1
Non-Hispanic Asian	98	±1	4	12	38	39	6	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?
d. Quality of personnel services from a centralized location

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	96	±1	4	13	36	39	8	±1	3.3	±0.1
Army	96	±1	4	12	35	40	8	±2	3.4	±0.1
Navy	95	±1	5	14	38	37	7	±2	3.3	±0.1
Marine Corps	96	±2	7	16	38	32	8	±5	3.2	±0.1
Air Force	96	±1	5	12	37	39	7	±2	3.3	±0.1
DoD Agencies/Field Activities	95	±1	3	14	33	42	8	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	95	±1	5	14	36	38	8	±1	3.3	±0.1
GS 1 to 4	95	±2	3	8	36	40	13	±4	3.5	±0.1
GS 5 to 8	95	±1	5	11	34	41	9	±2	3.4	±0.1
GS 9 to 12	95	±1	4	13	37	38	7	±2	3.3	±0.1
GS/GM 13 to 15	96	±1	6	20	34	35	5	±3	3.1	±0.1
SES	95	±3	6	25	24	35	9	±5	3.1	±0.1
Blue Collar Total	97	±1	3	10	36	43	8	±2	3.4	±0.1
WG 1 to 5	96	±2	3	8	34	45	10	±6	3.5	±0.1
WG 6 to 9	96	±2	3	10	34	43	10	±4	3.5	±0.1
WG 10 to 15	97	±1	3	10	37	43	6	±3	3.4	±0.1
WS/WL 1 to 19	96	±2	2	11	35	44	8	±5	3.4	±0.1
NSPS Pay Plans	96	±1	3	11	32	41	13	±3	3.5	±0.1
Demo/APS Pay Plans	95	±1	4	14	40	36	6	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	96	±1	3	11	32	41	13	±3	3.5	±0.1
All Others	96	±1	4	13	36	39	8	±1	3.3	±0.1
OCCUPATIONAL GROUPS										
Professional	96	±1	5	14	40	36	5	±2	3.2	±0.1
Administrative	95	±1	5	16	34	38	8	±2	3.3	±0.1
Technical	95	±1	4	11	35	41	9	±2	3.4	±0.1
Clerical	94	±1	4	11	35	39	11	±3	3.4	±0.1
Other White Collar	96	±2	6	13	35	40	7	±4	3.3	±0.1
Blue Collar	96	±1	3	10	36	43	8	±2	3.4	±0.1
Scientists	97	±2	5	15	46	30	4	±4	3.1	±0.1
Engineers	97	±1	5	13	44	35	4	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	96	±1	5	16	32	39	8	±3	3.3	±0.1
Manager	96	±1	7	19	30	36	7	±4	3.2	±0.1
Wage Leader	95	±3	2	9	36	43	10	±7	3.5	±0.2
Wage Supervisor	95	±3	3	9	36	43	8	±6	3.4	±0.1
Team Leader	96	±1	5	15	38	36	7	±3	3.2	±0.1
Non-Supervisor	96	±1	4	12	37	40	8	±1	3.4	±0.1
EDUCATION										
No College	95	±1	2	9	34	45	10	±3	3.5	±0.1
Some College	96	±1	4	12	36	40	8	±2	3.4	±0.1
4-Year Degree	96	±1	5	15	37	37	6	±2	3.2	±0.1
Graduate/Professional Degree	96	±1	6	16	36	36	6	±2	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?
d. Quality of personnel services from a centralized location

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	96	±1	4	13	36	39	8	±1	3.3	±0.1
Other Than Full-Time	93	±3	3	8	43	36	11	±6	3.4	±0.1
CONUS	96	±1	4	13	36	40	8	±1	3.3	±0.1
OCONUS	95	±2	7	16	35	35	8	±3	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	96	±1	5	14	36	38	7	±2	3.3	±0.1
In Bargaining Unit	96	±1	4	12	36	41	8	±2	3.4	±0.1
DISABILITY										
No Disability	96	±1	4	13	36	40	7	±1	3.3	±0.1
Disability	96	±1	5	15	35	36	9	±2	3.3	±0.1
Targeted Disability	96	±1	5	14	37	35	9	±4	3.3	±0.1
Other Disability	96	±1	5	15	34	37	8	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	96	±1	4	13	37	38	7	±2	3.3	±0.1
Veteran	96	±1	4	13	34	40	8	±2	3.3	±0.1
10 Point, 30%	96	±1	5	14	32	37	10	±3	3.3	±0.1
10 Point, Not 30%	96	±2	5	12	34	39	10	±4	3.4	±0.1
5 Point	96	±1	4	13	35	40	7	±2	3.3	±0.1
No Preference	97	±1	4	12	34	43	7	±4	3.4	±0.1
TYPE OF APPOINTMENT										
Permanent	96	±1	4	13	36	39	7	±1	3.3	±0.1
Non-Permanent	96	±2	3	8	35	42	12	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	95	±1	5	14	36	37	7	±2	3.3	±0.1
FERS	96	±1	4	12	36	40	8	±1	3.4	±0.1
Other Plan	95	±2	4	10	39	37	10	±4	3.4	±0.1
Not Eligible	96	±1	4	13	37	38	8	±2	3.3	±0.1
Optional Eligible	95	±1	4	13	35	40	8	±2	3.3	±0.1
Discontinued Service	96	±1	6	15	34	40	7	±3	3.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±1	2	7	37	44	10	±3	3.5	±0.1
30 to 39 Years Old	97	±1	3	10	40	40	7	±3	3.4	±0.1
40 to 49 Years Old	96	±1	4	13	36	40	8	±2	3.3	±0.1
50 to 59 Years Old	95	±1	5	15	35	38	7	±2	3.3	±0.1
60 Years Old or More	94	±2	5	14	35	37	8	±3	3.3	±0.1
6 Months to 4 Years of Service	97	±1	2	8	38	43	9	±3	3.5	±0.1
5 to 10 Years of Service	97	±1	4	11	35	41	10	±3	3.4	±0.1
11 to 20 Years of Service	96	±1	4	13	36	39	7	±2	3.3	±0.1
21 to 30 Years of Service	95	±1	5	14	37	37	7	±2	3.3	±0.1
More Than 30 Years of Service	95	±1	5	16	33	39	7	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	96	±1	4	13	36	40	7	±1	3.3	±0.1
Female	95	±1	4	13	36	38	9	±2	3.3	±0.1
Non-Hispanic White	96	±1	5	14	37	37	7	±1	3.3	±0.1
Total Minority	95	±1	3	10	32	45	10	±2	3.5	±0.1
Non-Hispanic Black	95	±1	3	9	28	49	11	±2	3.6	±0.1
Hispanic	96	±1	4	10	33	43	11	±3	3.5	±0.1
Non-Hispanic Asian	96	±2	3	11	36	43	7	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?

e. Availability of personnel services via the Internet such as Employee Benefits Information System (EBIS), myPay, Resumix, etc.

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	2	4	17	54	23	±1	3.9	±0.1
Army	99	±1	2	4	16	55	24	±2	3.9	±0.1
Navy	99	±1	2	4	17	54	24	±2	3.9	±0.1
Marine Corps	98	±2	1	6	17	50	25	±5	3.9	±0.1
Air Force	99	±1	2	5	18	55	21	±2	3.9	±0.1
DoD Agencies/Field Activities	99	±1	1	3	18	51	26	±3	4.0	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	2	4	17	54	24	±1	3.9	±0.1
GS 1 to 4	98	±2	1	2	19	52	26	±4	4.0	±0.1
GS 5 to 8	99	±1	1	4	16	54	25	±2	4.0	±0.1
GS 9 to 12	99	±1	2	4	16	54	24	±2	3.9	±0.1
GS/GM 13 to 15	99	±1	2	4	16	55	22	±3	3.9	±0.1
SES	99	±1	2	6	18	49	25	±5	3.9	±0.1
Blue Collar Total	99	±1	2	4	18	54	21	±2	3.9	±0.1
WG 1 to 5	99	±1	1	4	21	51	23	±6	3.9	±0.1
WG 6 to 9	99	±1	2	4	18	49	26	±4	3.9	±0.1
WG 10 to 15	100	±1	2	4	19	57	18	±3	3.9	±0.1
WS/WL 1 to 19	99	±1	0	6	17	56	21	±5	3.9	±0.1
NSPS Pay Plans	99	±1	1	4	15	54	26	±3	4.0	±0.1
Demo/APS Pay Plans	99	±1	2	5	17	53	24	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	4	15	54	26	±3	4.0	±0.1
All Others	99	±1	2	4	17	54	23	±1	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	2	5	18	53	23	±2	3.9	±0.1
Administrative	99	±1	2	4	15	54	24	±2	4.0	±0.1
Technical	99	±1	2	4	16	55	24	±2	4.0	±0.1
Clerical	98	±1	1	3	18	53	26	±3	4.0	±0.1
Other White Collar	99	±1	2	5	16	52	25	±4	3.9	±0.1
Blue Collar	99	±1	2	4	18	54	22	±2	3.9	±0.1
Scientists	100	±1	2	6	21	53	18	±4	3.8	±0.1
Engineers	99	±1	2	4	17	56	21	±3	3.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	2	4	15	56	22	±3	3.9	±0.1
Manager	99	±1	3	6	17	52	23	±4	3.9	±0.1
Wage Leader	100	±1	1	5	15	56	23	±7	4.0	±0.2
Wage Supervisor	100	±1	0	5	19	54	21	±6	3.9	±0.1
Team Leader	98	±1	2	4	16	55	23	±3	3.9	±0.1
Non-Supervisor	99	±1	2	4	17	53	24	±1	3.9	±0.1
EDUCATION										
No College	98	±1	1	3	17	54	24	±3	4.0	±0.1
Some College	99	±1	2	4	17	54	24	±2	3.9	±0.1
4-Year Degree	99	±1	2	3	18	54	23	±2	3.9	±0.1
Graduate/Professional Degree	99	±1	2	6	17	53	23	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?

e. Availability of personnel services via the Internet such as Employee Benefits Information System (EBIS), myPay, Resumix, etc.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	2	4	17	54	23	±1	3.9	±0.1
Other Than Full-Time	98	±2	1	3	23	50	23	±5	3.9	±0.1
CONUS	99	±1	2	4	17	54	23	±1	3.9	±0.1
OCONUS	99	±1	2	4	19	52	24	±4	3.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	2	4	16	54	24	±2	3.9	±0.1
In Bargaining Unit	99	±1	2	4	18	54	23	±2	3.9	±0.1
DISABILITY										
No Disability	99	±1	2	4	17	55	23	±1	3.9	±0.1
Disability	99	±1	2	5	19	51	23	±2	3.9	±0.1
Targeted Disability	99	±1	2	5	19	51	23	±4	3.9	±0.1
Other Disability	99	±1	2	5	19	51	24	±3	3.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	2	4	17	54	24	±2	3.9	±0.1
Veteran	99	±1	2	4	17	54	23	±2	3.9	±0.1
10 Point, 30%	99	±1	2	4	16	50	27	±3	4.0	±0.1
10 Point, Not 30%	99	±2	2	4	15	54	25	±4	4.0	±0.1
5 Point	99	±1	2	5	17	55	21	±2	3.9	±0.1
No Preference	99	±1	1	3	19	55	23	±4	3.9	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	2	4	17	54	23	±1	3.9	±0.1
Non-Permanent	98	±2	1	2	20	50	26	±4	4.0	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	2	5	19	53	21	±2	3.8	±0.1
FERS	99	±1	1	4	15	55	25	±1	4.0	±0.1
Other Plan	99	±1	2	3	26	49	20	±4	3.8	±0.1
Not Eligible	99	±1	1	4	16	54	24	±2	4.0	±0.1
Optional Eligible	99	±1	2	4	17	54	23	±2	3.9	±0.1
Discontinued Service	99	±1	2	4	18	54	22	±3	3.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	0	1	14	54	30	±3	4.1	±0.1
30 to 39 Years Old	99	±1	1	2	15	56	26	±3	4.0	±0.1
40 to 49 Years Old	99	±1	2	4	16	56	23	±2	3.9	±0.1
50 to 59 Years Old	99	±1	2	5	18	53	22	±2	3.9	±0.1
60 Years Old or More	99	±1	2	7	21	48	22	±3	3.8	±0.1
6 Months to 4 Years of Service	99	±1	1	2	16	52	29	±3	4.1	±0.1
5 to 10 Years of Service	99	±1	1	3	15	53	27	±3	4.0	±0.1
11 to 20 Years of Service	99	±1	1	4	16	56	23	±2	4.0	±0.1
21 to 30 Years of Service	99	±1	2	5	18	54	21	±2	3.9	±0.1
More Than 30 Years of Service	99	±1	2	6	19	52	22	±2	3.8	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	2	4	18	55	22	±1	3.9	±0.1
Female	99	±1	1	4	16	53	26	±2	4.0	±0.1
Non-Hispanic White	99	±1	2	5	17	54	22	±1	3.9	±0.1
Total Minority	98	±1	1	3	16	54	26	±2	4.0	±0.1
Non-Hispanic Black	98	±1	1	3	13	55	29	±2	4.1	±0.1
Hispanic	99	±1	2	3	17	52	27	±3	4.0	±0.1
Non-Hispanic Asian	98	±1	1	2	20	57	21	±4	3.9	±0.1

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f. Quality of personnel services via the Internet such as Employee Benefits Information System (EBIS), myPay, Resumix, etc.

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	2	4	18	53	23	±1	3.9	±0.1
Army	99	±1	2	4	17	54	23	±2	3.9	±0.1
Navy	99	±1	2	4	19	53	22	±2	3.9	±0.1
Marine Corps	98	±2	1	6	19	49	24	±5	3.9	±0.1
Air Force	99	±1	2	5	19	55	20	±2	3.9	±0.1
DoD Agencies/Field Activities	99	±1	1	3	19	50	26	±3	4.0	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	2	4	18	53	23	±1	3.9	±0.1
GS 1 to 4	98	±2	1	2	20	52	25	±4	4.0	±0.1
GS 5 to 8	99	±1	1	4	17	54	25	±2	4.0	±0.1
GS 9 to 12	99	±1	2	4	17	53	23	±2	3.9	±0.1
GS/GM 13 to 15	99	±1	2	5	18	55	20	±3	3.9	±0.1
SES	99	±1	1	8	18	47	25	±5	3.9	±0.1
Blue Collar Total	99	±1	2	4	19	54	21	±2	3.9	±0.1
WG 1 to 5	99	±1	1	3	23	49	24	±6	3.9	±0.1
WG 6 to 9	98	±1	2	4	18	50	25	±4	3.9	±0.1
WG 10 to 15	99	±1	2	4	20	56	18	±3	3.8	±0.1
WS/WL 1 to 19	99	±1	1	5	17	57	20	±5	3.9	±0.1
NSPS Pay Plans	99	±1	1	4	16	54	24	±3	4.0	±0.1
Demo/APS Pay Plans	99	±1	2	5	18	52	22	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	4	16	54	24	±3	4.0	±0.1
All Others	99	±1	2	4	18	53	23	±1	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	2	5	20	53	21	±2	3.9	±0.1
Administrative	99	±1	2	4	17	53	24	±2	3.9	±0.1
Technical	99	±1	2	4	17	54	23	±2	3.9	±0.1
Clerical	99	±1	1	4	18	52	25	±3	4.0	±0.1
Other White Collar	99	±1	2	4	17	52	26	±4	4.0	±0.1
Blue Collar	99	±1	2	4	19	54	21	±2	3.9	±0.1
Scientists	99	±1	2	6	23	52	16	±4	3.7	±0.1
Engineers	99	±1	2	5	20	55	18	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	2	5	17	56	21	±3	3.9	±0.1
Manager	99	±1	2	5	17	52	23	±4	3.9	±0.1
Wage Leader	100	±1	2	4	16	55	23	±7	3.9	±0.2
Wage Supervisor	99	±2	1	4	20	56	19	±6	3.9	±0.1
Team Leader	99	±1	2	5	18	54	22	±3	3.9	±0.1
Non-Supervisor	99	±1	2	4	18	53	23	±1	3.9	±0.1
EDUCATION										
No College	99	±1	1	3	18	54	23	±3	3.9	±0.1
Some College	99	±1	2	4	17	54	23	±2	3.9	±0.1
4-Year Degree	99	±1	2	4	19	53	22	±2	3.9	±0.1
Graduate/Professional Degree	99	±1	2	6	19	53	21	±2	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

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	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	2	4	18	54	23	±1	3.9	±0.1
Other Than Full-Time	97	±2	1	2	25	49	22	±5	3.9	±0.1
CONUS	99	±1	2	4	18	54	23	±1	3.9	±0.1
OCONUS	99	±1	2	4	19	52	22	±4	3.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	2	4	18	54	23	±2	3.9	±0.1
In Bargaining Unit	99	±1	2	4	19	53	22	±2	3.9	±0.1
DISABILITY										
No Disability	99	±1	2	4	18	54	22	±1	3.9	±0.1
Disability	99	±1	2	5	19	50	24	±2	3.9	±0.1
Targeted Disability	99	±1	2	6	19	50	24	±4	3.9	±0.1
Other Disability	99	±1	2	5	19	50	23	±3	3.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	2	4	19	53	23	±2	3.9	±0.1
Veteran	99	±1	2	4	17	54	22	±2	3.9	±0.1
10 Point, 30%	99	±1	2	4	17	50	27	±3	4.0	±0.1
10 Point, Not 30%	99	±1	2	5	17	52	25	±4	3.9	±0.1
5 Point	99	±1	2	4	18	55	20	±2	3.9	±0.1
No Preference	99	±1	1	3	18	55	22	±4	3.9	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	2	4	18	54	22	±1	3.9	±0.1
Non-Permanent	98	±1	1	2	21	51	25	±4	4.0	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	2	5	20	52	20	±2	3.8	±0.1
FERS	99	±1	1	4	17	54	24	±1	3.9	±0.1
Other Plan	99	±1	2	3	26	49	20	±4	3.8	±0.1
Not Eligible	99	±1	1	4	18	53	24	±2	3.9	±0.1
Optional Eligible	99	±1	2	5	18	54	22	±2	3.9	±0.1
Discontinued Service	99	±1	2	5	18	54	20	±3	3.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	1	2	16	54	28	±3	4.1	±0.1
30 to 39 Years Old	99	±1	1	2	17	56	24	±3	4.0	±0.1
40 to 49 Years Old	99	±1	2	4	17	55	23	±2	3.9	±0.1
50 to 59 Years Old	99	±1	2	5	19	52	21	±2	3.8	±0.1
60 Years Old or More	99	±1	2	7	21	48	22	±3	3.8	±0.1
6 Months to 4 Years of Service	99	±1	1	2	17	53	27	±3	4.0	±0.1
5 to 10 Years of Service	99	±1	1	3	17	53	26	±3	4.0	±0.1
11 to 20 Years of Service	99	±1	1	4	17	55	22	±2	3.9	±0.1
21 to 30 Years of Service	99	±1	2	5	19	54	21	±2	3.9	±0.1
More Than 30 Years of Service	99	±1	2	6	20	50	22	±2	3.8	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	2	4	19	54	21	±1	3.9	±0.1
Female	99	±1	1	4	17	52	26	±2	4.0	±0.1
Non-Hispanic White	99	±1	2	5	18	53	21	±1	3.9	±0.1
Total Minority	99	±1	1	3	17	54	25	±2	4.0	±0.1
Non-Hispanic Black	99	±1	1	3	13	55	28	±2	4.1	±0.1
Hispanic	99	±1	1	3	18	51	26	±3	4.0	±0.1
Non-Hispanic Asian	99	±1	1	3	21	56	19	±4	3.9	±0.1

Note Percent responding are Civilian employees who answered the question.

47. Overall, how satisfied are you with the personnel services you receive?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	100	±1	2	10	24	51	12	±1	3.6	±0.1
Army	100	±1	2	10	24	51	13	±2	3.6	±0.1
Navy	100	±1	2	10	25	51	11	±2	3.6	±0.1
Marine Corps	100	±1	2	12	24	53	10	±5	3.6	±0.1
Air Force	100	±1	3	11	25	51	10	±2	3.6	±0.1
DoD Agencies/Field Activities	99	±1	2	9	23	52	14	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	100	±1	3	11	25	50	12	±1	3.6	±0.1
GS 1 to 4	98	±2	2	8	23	50	17	±4	3.7	±0.1
GS 5 to 8	99	±1	3	10	23	51	14	±2	3.6	±0.1
GS 9 to 12	100	±1	3	10	25	51	11	±2	3.6	±0.1
GS/GM 13 to 15	100	±1	3	13	26	50	9	±3	3.5	±0.1
SES	99	±1	2	17	22	47	12	±5	3.5	±0.1
Blue Collar Total	100	±1	2	8	24	53	13	±2	3.7	±0.1
WG 1 to 5	100	±1	3	6	23	52	16	±6	3.7	±0.1
WG 6 to 9	99	±1	2	8	24	49	17	±4	3.7	±0.1
WG 10 to 15	100	±1	2	9	25	55	9	±3	3.6	±0.1
WS/WL 1 to 19	99	±1	1	9	21	57	12	±5	3.7	±0.1
NSPS Pay Plans	99	±1	2	8	19	54	17	±3	3.8	±0.1
Demo/APS Pay Plans	99	±1	2	10	25	53	10	±2	3.6	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	2	8	19	54	17	±3	3.8	±0.1
All Others	100	±1	2	10	24	51	12	±1	3.6	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	2	11	27	52	9	±2	3.5	±0.1
Administrative	100	±1	3	12	23	50	12	±2	3.6	±0.1
Technical	99	±1	3	9	23	52	13	±2	3.6	±0.1
Clerical	99	±1	3	10	24	47	16	±3	3.6	±0.1
Other White Collar	99	±1	3	8	23	54	11	±4	3.6	±0.1
Blue Collar	100	±1	2	8	24	53	12	±2	3.7	±0.1
Scientists	100	±1	1	12	31	49	7	±4	3.5	±0.1
Engineers	100	±1	2	10	28	54	7	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	100	±1	2	12	21	52	13	±3	3.6	±0.1
Manager	100	±1	4	14	23	48	11	±4	3.5	±0.1
Wage Leader	99	±2	1	8	19	58	14	±6	3.8	±0.1
Wage Supervisor	100	±1	1	8	22	56	13	±6	3.7	±0.1
Team Leader	100	±1	2	11	26	50	11	±3	3.6	±0.1
Non-Supervisor	100	±1	2	9	25	51	12	±1	3.6	±0.1
EDUCATION										
No College	99	±1	2	7	23	54	16	±3	3.7	±0.1
Some College	99	±1	2	9	24	52	13	±2	3.6	±0.1
4-Year Degree	100	±1	3	12	25	50	10	±2	3.5	±0.1
Graduate/Professional Degree	100	±1	3	13	26	49	10	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

47. Overall, how satisfied are you with the personnel services you receive?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	100	±1	2	10	24	51	12	±1	3.6	±0.1
Other Than Full-Time	98	±2	3	8	24	50	15	±5	3.7	±0.1
CONUS	100	±1	2	10	24	52	12	±1	3.6	±0.1
OCONUS	100	±1	5	12	25	47	11	±4	3.5	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	100	±1	3	11	24	51	12	±2	3.6	±0.1
In Bargaining Unit	99	±1	2	9	25	52	12	±2	3.6	±0.1
DISABILITY										
No Disability	100	±1	2	10	24	52	12	±1	3.6	±0.1
Disability	99	±1	3	12	25	47	13	±2	3.5	±0.1
Targeted Disability	99	±1	3	11	26	47	13	±4	3.6	±0.1
Other Disability	99	±1	4	13	24	47	12	±3	3.5	±0.1
VETERAN/PREFERENCE										
Non-Veteran	100	±1	2	9	25	51	12	±2	3.6	±0.1
Veteran	100	±1	2	11	24	51	12	±2	3.6	±0.1
10 Point, 30%	99	±1	3	12	21	49	15	±3	3.6	±0.1
10 Point, Not 30%	99	±1	2	10	23	50	14	±4	3.6	±0.1
5 Point	100	±1	2	11	24	51	11	±2	3.6	±0.1
No Preference	100	±1	2	11	23	54	11	±4	3.6	±0.1
TYPE OF APPOINTMENT										
Permanent	100	±1	2	10	24	51	12	±1	3.6	±0.1
Non-Permanent	99	±2	2	8	22	51	17	±4	3.7	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	100	±1	3	11	25	50	11	±2	3.6	±0.1
FERS	100	±1	2	10	24	52	12	±1	3.6	±0.1
Other Plan	99	±2	3	10	26	49	12	±4	3.6	±0.1
Not Eligible	100	±1	2	10	25	52	12	±2	3.6	±0.1
Optional Eligible	99	±1	2	10	24	51	13	±2	3.6	±0.1
Discontinued Service	100	±1	3	12	24	50	10	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	1	6	24	54	15	±3	3.8	±0.1
30 to 39 Years Old	100	±1	2	7	25	54	12	±3	3.7	±0.1
40 to 49 Years Old	100	±1	2	10	24	52	12	±2	3.6	±0.1
50 to 59 Years Old	100	±1	3	12	25	49	11	±2	3.5	±0.1
60 Years Old or More	100	±1	3	12	23	47	14	±3	3.6	±0.1
6 Months to 4 Years of Service	99	±1	2	6	24	54	15	±3	3.7	±0.1
5 to 10 Years of Service	100	±1	2	9	22	53	14	±3	3.7	±0.1
11 to 20 Years of Service	100	±1	2	10	24	52	11	±2	3.6	±0.1
21 to 30 Years of Service	100	±1	3	11	25	50	11	±2	3.6	±0.1
More Than 30 Years of Service	100	±1	3	12	24	50	12	±2	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	100	±1	2	10	25	52	11	±1	3.6	±0.1
Female	99	±1	3	10	24	50	14	±2	3.6	±0.1
Non-Hispanic White	100	±1	3	11	26	50	11	±1	3.6	±0.1
Total Minority	99	±1	2	8	21	53	16	±2	3.7	±0.1
Non-Hispanic Black	99	±1	2	6	17	56	19	±2	3.8	±0.1
Hispanic	99	±1	2	8	22	52	15	±3	3.7	±0.1
Non-Hispanic Asian	99	±1	2	8	25	54	11	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

48. Indicate the extent to which you agree or disagree with the following statements.

a. I am given a real opportunity to improve my skills in my organization.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	5	15	23	43	14	±1	3.5	±0.1
Army	99	±1	5	15	22	44	15	±2	3.5	±0.1
Navy	99	±1	5	15	25	43	12	±2	3.4	±0.1
Marine Corps	99	±1	5	18	24	40	13	±5	3.4	±0.1
Air Force	99	±1	5	15	23	44	13	±2	3.5	±0.1
DoD Agencies/Field Activities	99	±1	6	14	24	42	14	±3	3.5	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	5	15	23	43	14	±1	3.5	±0.1
GS 1 to 4	98	±2	8	19	25	33	15	±4	3.3	±0.1
GS 5 to 8	99	±1	7	18	24	39	13	±2	3.3	±0.1
GS 9 to 12	99	±1	4	15	23	45	14	±2	3.5	±0.1
GS/GM 13 to 15	100	±1	3	12	21	48	15	±3	3.6	±0.1
SES	99	±1	1	6	15	46	33	±5	4.1	±0.1
Blue Collar Total	99	±1	6	16	27	40	10	±2	3.3	±0.1
WG 1 to 5	99	±1	10	18	25	35	11	±6	3.2	±0.2
WG 6 to 9	99	±1	7	18	24	38	13	±4	3.3	±0.1
WG 10 to 15	99	±1	7	17	30	39	8	±3	3.2	±0.1
WS/WL 1 to 19	100	±1	4	13	25	47	12	±5	3.5	±0.1
NSPS Pay Plans	99	±1	2	12	19	51	16	±3	3.7	±0.1
Demo/APS Pay Plans	99	±1	3	10	20	51	17	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	2	12	19	51	16	±3	3.7	±0.1
All Others	99	±1	5	15	23	43	14	±1	3.4	±0.1
OCCUPATIONAL GROUPS										
Professional	100	±1	3	12	21	50	14	±2	3.6	±0.1
Administrative	99	±1	4	14	22	44	16	±2	3.5	±0.1
Technical	99	±1	6	17	25	41	12	±2	3.4	±0.1
Clerical	98	±1	7	19	24	35	14	±3	3.3	±0.1
Other White Collar	99	±1	10	16	21	40	14	±4	3.3	±0.1
Blue Collar	99	±1	6	16	27	40	11	±2	3.3	±0.1
Scientists	100	±1	3	13	23	47	13	±4	3.5	±0.1
Engineers	100	±1	4	13	23	49	12	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	4	12	21	47	16	±3	3.6	±0.1
Manager	99	±1	4	12	18	47	20	±4	3.7	±0.1
Wage Leader	100	±1	5	16	26	41	12	±6	3.4	±0.2
Wage Supervisor	99	±2	4	13	24	47	12	±6	3.5	±0.2
Team Leader	99	±1	4	13	22	46	15	±3	3.5	±0.1
Non-Supervisor	99	±1	6	16	24	42	12	±1	3.4	±0.1
EDUCATION										
No College	99	±1	5	13	26	41	15	±3	3.5	±0.1
Some College	99	±1	6	16	25	41	13	±2	3.4	±0.1
4-Year Degree	99	±1	5	14	22	46	13	±2	3.5	±0.1
Graduate/Professional Degree	100	±1	4	14	19	46	17	±2	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

48. Indicate the extent to which you agree or disagree with the following statements.

a. I am given a real opportunity to improve my skills in my organization.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	5	15	23	43	14	±1	3.5	±0.1
Other Than Full-Time	98	±2	7	14	24	40	15	±6	3.4	±0.2
CONUS	99	±1	5	15	23	44	14	±1	3.5	±0.1
OCONUS	99	±1	5	17	23	40	14	±3	3.4	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	4	14	22	45	14	±2	3.5	±0.1
In Bargaining Unit	99	±1	6	16	25	41	13	±2	3.4	±0.1
DISABILITY										
No Disability	99	±1	5	14	23	45	14	±1	3.5	±0.1
Disability	99	±1	8	18	25	36	13	±2	3.3	±0.1
Targeted Disability	99	±1	9	18	25	35	13	±4	3.3	±0.1
Other Disability	99	±1	7	19	25	36	13	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	5	14	23	44	14	±2	3.5	±0.1
Veteran	99	±1	5	16	23	42	13	±2	3.4	±0.1
10 Point, 30%	99	±1	6	17	22	39	16	±3	3.4	±0.1
10 Point, Not 30%	99	±1	5	16	21	41	17	±4	3.5	±0.1
5 Point	99	±1	5	16	25	42	12	±2	3.4	±0.1
No Preference	99	±1	4	14	20	46	16	±4	3.6	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	5	15	23	43	13	±1	3.4	±0.1
Non-Permanent	98	±2	5	15	22	41	17	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	4	15	25	43	13	±2	3.4	±0.1
FERS	99	±1	5	15	22	44	14	±1	3.5	±0.1
Other Plan	98	±2	6	14	27	38	15	±4	3.4	±0.1
Not Eligible	99	±1	5	15	22	44	14	±2	3.5	±0.1
Optional Eligible	99	±1	5	15	24	43	13	±2	3.4	±0.1
Discontinued Service	99	±1	6	16	25	41	12	±3	3.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	4	14	19	47	17	±3	3.6	±0.1
30 to 39 Years Old	99	±1	4	15	21	46	14	±3	3.5	±0.1
40 to 49 Years Old	99	±1	5	15	23	44	14	±2	3.5	±0.1
50 to 59 Years Old	99	±1	6	16	25	41	12	±2	3.4	±0.1
60 Years Old or More	99	±1	5	14	27	41	13	±3	3.4	±0.1
6 Months to 4 Years of Service	99	±1	4	14	21	45	17	±3	3.6	±0.1
5 to 10 Years of Service	99	±1	6	15	19	45	15	±3	3.5	±0.1
11 to 20 Years of Service	99	±1	6	15	23	44	13	±2	3.4	±0.1
21 to 30 Years of Service	99	±1	5	15	25	42	13	±2	3.4	±0.1
More Than 30 Years of Service	99	±1	4	15	26	42	13	±2	3.5	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	5	14	24	44	13	±1	3.5	±0.1
Female	99	±1	5	16	22	42	15	±2	3.5	±0.1
Non-Hispanic White	99	±1	5	15	24	44	13	±1	3.5	±0.1
Total Minority	99	±1	6	15	22	42	15	±2	3.4	±0.1
Non-Hispanic Black	99	±1	6	15	20	43	15	±2	3.4	±0.1
Hispanic	99	±1	6	16	21	41	16	±3	3.4	±0.1
Non-Hispanic Asian	99	±1	3	12	24	45	15	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

48. Indicate the extent to which you agree or disagree with the following statements.

b. I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages					Max ME	Average Agreement	
			1	2	3	4	5			
OVERALL AND COMPONENT										
Total DoD	99	±1	0	2	9	52	37	±1	4.2	±0.1
Army	99	±1	0	2	8	52	38	±2	4.3	±0.1
Navy	99	±1	1	2	9	52	36	±2	4.2	±0.1
Marine Corps	99	±1	0	1	7	47	45	±5	4.4	±0.1
Air Force	99	±1	0	2	9	52	36	±2	4.2	±0.1
DoD Agencies/Field Activities	99	±1	1	1	10	52	36	±3	4.2	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	0	2	9	51	38	±1	4.2	±0.1
GS 1 to 4	98	±2	1	1	11	51	36	±4	4.2	±0.1
GS 5 to 8	99	±1	1	2	10	50	38	±2	4.2	±0.1
GS 9 to 12	99	±1	0	2	8	53	37	±2	4.2	±0.1
GS/GM 13 to 15	100	±1	0	2	7	50	41	±3	4.3	±0.1
SES	99	±1	0	0	1	35	63	±5	4.6	±0.1
Blue Collar Total	99	±1	0	2	10	55	33	±2	4.2	±0.1
WG 1 to 5	99	±1	0	2	12	48	38	±6	4.2	±0.1
WG 6 to 9	99	±1	0	2	11	49	38	±4	4.2	±0.1
WG 10 to 15	99	±1	0	2	11	59	27	±3	4.1	±0.1
WS/WL 1 to 19	100	±1	0	1	8	56	36	±5	4.3	±0.1
NSPS Pay Plans	99	±1	1	1	8	52	38	±3	4.3	±0.1
Demo/APS Pay Plans	99	±1	0	1	10	53	36	±2	4.2	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	1	8	52	38	±3	4.3	±0.1
All Others	99	±1	0	2	9	52	37	±1	4.2	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	0	2	11	55	32	±2	4.2	±0.1
Administrative	100	±1	0	2	7	49	42	±2	4.3	±0.1
Technical	99	±1	0	1	9	52	37	±2	4.2	±0.1
Clerical	99	±1	1	1	9	50	38	±3	4.2	±0.1
Other White Collar	99	±1	1	3	11	48	37	±4	4.2	±0.1
Blue Collar	99	±1	0	2	10	55	33	±2	4.2	±0.1
Scientists	100	±1	1	3	12	52	32	±4	4.1	±0.1
Engineers	100	±1	0	2	12	57	28	±3	4.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	0	1	6	50	42	±3	4.3	±0.1
Manager	100	±1	0	1	4	43	51	±4	4.4	±0.1
Wage Leader	99	±1	0	1	9	54	37	±6	4.3	±0.1
Wage Supervisor	99	±2	0	0	11	53	36	±6	4.2	±0.1
Team Leader	100	±1	0	1	7	51	41	±3	4.3	±0.1
Non-Supervisor	99	±1	1	2	10	54	34	±1	4.2	±0.1
EDUCATION										
No College	99	±1	0	1	10	53	35	±3	4.2	±0.1
Some College	99	±1	0	1	9	52	38	±2	4.2	±0.1
4-Year Degree	99	±1	0	2	9	54	34	±2	4.2	±0.1
Graduate/Professional Degree	100	±1	1	2	8	50	40	±2	4.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

48. Indicate the extent to which you agree or disagree with the following statements.

b. I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	0	2	9	52	37	±1	4.2	±0.1
Other Than Full-Time	98	±2	1	1	13	48	37	±5	4.2	±0.1
CONUS	99	±1	0	2	9	52	36	±1	4.2	±0.1
OCONUS	99	±1	0	1	8	51	39	±4	4.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	0	1	8	51	39	±2	4.3	±0.1
In Bargaining Unit	99	±1	0	2	10	53	34	±2	4.2	±0.1
DISABILITY										
No Disability	99	±1	0	2	9	53	36	±1	4.2	±0.1
Disability	99	±1	1	2	9	49	40	±2	4.3	±0.1
Targeted Disability	99	±1	1	1	9	47	42	±4	4.3	±0.1
Other Disability	99	±1	1	2	9	50	39	±3	4.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	0	2	9	53	36	±2	4.2	±0.1
Veteran	99	±1	0	2	9	52	38	±2	4.2	±0.1
10 Point, 30%	99	±1	0	1	7	50	42	±3	4.3	±0.1
10 Point, Not 30%	99	±1	0	1	8	47	44	±4	4.3	±0.1
5 Point	99	±1	0	2	9	53	35	±2	4.2	±0.1
No Preference	100	±1	0	1	8	51	39	±4	4.3	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	0	2	9	52	37	±1	4.2	±0.1
Non-Permanent	98	±2	1	1	11	48	39	±4	4.2	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	0	2	10	54	34	±2	4.2	±0.1
FERS	99	±1	0	2	8	52	38	±1	4.2	±0.1
Other Plan	99	±2	1	2	11	49	37	±4	4.2	±0.1
Not Eligible	99	±1	0	2	9	52	37	±2	4.2	±0.1
Optional Eligible	99	±1	0	2	9	52	37	±2	4.2	±0.1
Discontinued Service	99	±1	0	1	10	54	34	±3	4.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	0	2	11	51	35	±3	4.2	±0.1
30 to 39 Years Old	99	±1	0	2	9	51	38	±3	4.3	±0.1
40 to 49 Years Old	99	±1	0	2	8	52	38	±2	4.2	±0.1
50 to 59 Years Old	99	±1	0	2	9	53	36	±2	4.2	±0.1
60 Years Old or More	99	±1	0	1	8	54	36	±3	4.2	±0.1
6 Months to 4 Years of Service	99	±1	0	1	10	51	37	±3	4.2	±0.1
5 to 10 Years of Service	99	±1	0	2	9	50	38	±3	4.2	±0.1
11 to 20 Years of Service	100	±1	1	2	8	52	37	±2	4.2	±0.1
21 to 30 Years of Service	99	±1	0	2	9	53	36	±2	4.2	±0.1
More Than 30 Years of Service	99	±1	0	1	10	52	36	±2	4.2	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	0	2	10	53	35	±1	4.2	±0.1
Female	99	±1	0	1	8	51	39	±2	4.3	±0.1
Non-Hispanic White	99	±1	0	2	9	52	36	±1	4.2	±0.1
Total Minority	99	±1	0	1	9	51	38	±2	4.3	±0.1
Non-Hispanic Black	99	±1	1	1	9	53	37	±2	4.2	±0.1
Hispanic	99	±1	0	2	8	47	43	±3	4.3	±0.1
Non-Hispanic Asian	99	±1	0	1	9	54	36	±4	4.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

48. Indicate the extent to which you agree or disagree with the following statements.

c. I am satisfied with the career progression opportunities available to me.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	11	23	24	32	11	±1	3.1	±0.1
Army	99	±1	10	22	23	32	12	±2	3.1	±0.1
Navy	99	±1	11	23	24	32	10	±2	3.1	±0.1
Marine Corps	99	±1	11	24	24	32	9	±5	3.0	±0.1
Air Force	99	±1	12	24	23	31	10	±2	3.0	±0.1
DoD Agencies/Field Activities	99	±1	10	21	24	33	12	±3	3.2	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	11	23	24	31	11	±1	3.1	±0.1
GS 1 to 4	98	±2	14	24	27	24	11	±4	2.9	±0.1
GS 5 to 8	99	±1	16	26	23	26	9	±2	2.9	±0.1
GS 9 to 12	99	±1	10	23	24	32	10	±2	3.1	±0.1
GS/GM 13 to 15	100	±1	7	21	21	38	13	±3	3.3	±0.1
SES	99	±1	2	8	18	39	32	±5	3.9	±0.1
Blue Collar Total	99	±1	12	22	25	31	10	±2	3.1	±0.1
WG 1 to 5	98	±2	16	22	21	28	13	±6	3.0	±0.2
WG 6 to 9	99	±1	12	21	25	29	13	±4	3.1	±0.1
WG 10 to 15	99	±1	14	26	26	28	7	±3	2.9	±0.1
WS/WL 1 to 19	100	±1	6	17	25	40	13	±5	3.4	±0.1
NSPS Pay Plans	99	±1	8	19	23	38	12	±3	3.3	±0.1
Demo/APS Pay Plans	99	±1	7	20	24	38	12	±2	3.3	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	8	19	23	38	12	±3	3.3	±0.1
All Others	99	±1	11	23	24	32	11	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	8	21	24	36	10	±2	3.2	±0.1
Administrative	99	±1	9	22	23	34	13	±2	3.2	±0.1
Technical	99	±1	14	25	24	27	9	±2	2.9	±0.1
Clerical	98	±1	16	26	25	23	9	±3	2.8	±0.1
Other White Collar	99	±1	13	21	21	33	12	±4	3.1	±0.1
Blue Collar	99	±1	12	22	24	31	11	±2	3.1	±0.1
Scientists	99	±1	8	23	26	34	9	±4	3.1	±0.1
Engineers	100	±1	9	21	26	36	8	±3	3.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	8	20	22	35	14	±3	3.3	±0.1
Manager	99	±1	7	19	19	38	17	±4	3.4	±0.1
Wage Leader	99	±2	9	20	27	32	12	±6	3.2	±0.2
Wage Supervisor	99	±2	8	17	25	37	13	±6	3.3	±0.2
Team Leader	99	±1	9	24	21	34	11	±3	3.1	±0.1
Non-Supervisor	99	±1	12	24	25	30	9	±1	3.0	±0.1
EDUCATION										
No College	99	±1	9	19	25	34	13	±3	3.2	±0.1
Some College	99	±1	12	24	24	30	10	±2	3.0	±0.1
4-Year Degree	99	±1	10	22	23	35	10	±2	3.1	±0.1
Graduate/Professional Degree	99	±1	11	23	22	32	12	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

48. Indicate the extent to which you agree or disagree with the following statements.
c. I am satisfied with the career progression opportunities available to me.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	11	23	24	32	11	±1	3.1	±0.1
Other Than Full-Time	98	±2	10	20	28	28	14	±5	3.2	±0.2
CONUS	99	±1	11	23	23	32	11	±1	3.1	±0.1
OCONUS	99	±1	10	22	26	30	12	±3	3.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	9	22	23	34	12	±2	3.2	±0.1
In Bargaining Unit	99	±1	12	23	24	30	10	±2	3.0	±0.1
DISABILITY										
No Disability	99	±1	10	22	24	33	11	±1	3.1	±0.1
Disability	99	±1	15	26	24	26	9	±2	2.9	±0.1
Targeted Disability	99	±1	17	25	23	26	10	±4	2.9	±0.1
Other Disability	99	±1	14	26	24	27	9	±2	2.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	10	22	24	33	12	±1	3.1	±0.1
Veteran	99	±1	12	24	24	31	10	±2	3.0	±0.1
10 Point, 30%	99	±1	13	25	22	29	11	±3	3.0	±0.1
10 Point, Not 30%	100	±1	13	22	23	30	11	±4	3.0	±0.1
5 Point	99	±1	12	24	25	31	8	±2	3.0	±0.1
No Preference	100	±1	10	23	22	32	13	±4	3.2	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	11	23	24	32	11	±1	3.1	±0.1
Non-Permanent	98	±2	11	22	25	29	13	±4	3.1	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	10	22	24	33	10	±2	3.1	±0.1
FERS	99	±1	11	23	23	32	11	±1	3.1	±0.1
Other Plan	98	±2	11	23	29	25	12	±4	3.0	±0.1
Not Eligible	99	±1	11	23	23	33	11	±2	3.1	±0.1
Optional Eligible	99	±1	11	22	24	32	11	±2	3.1	±0.1
Discontinued Service	99	±1	12	25	24	30	9	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	9	16	21	38	16	±3	3.4	±0.1
30 to 39 Years Old	99	±1	10	23	22	33	12	±3	3.1	±0.1
40 to 49 Years Old	99	±1	11	22	24	32	10	±2	3.1	±0.1
50 to 59 Years Old	99	±1	12	24	24	30	10	±2	3.0	±0.1
60 Years Old or More	99	±1	10	21	27	32	10	±3	3.1	±0.1
6 Months to 4 Years of Service	99	±1	8	19	24	35	14	±3	3.3	±0.1
5 to 10 Years of Service	99	±1	12	21	22	32	13	±3	3.1	±0.1
11 to 20 Years of Service	99	±1	12	24	23	31	10	±2	3.0	±0.1
21 to 30 Years of Service	99	±1	11	24	24	31	10	±2	3.0	±0.1
More Than 30 Years of Service	99	±1	10	22	25	32	10	±2	3.1	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	10	22	24	33	10	±1	3.1	±0.1
Female	99	±1	12	23	23	31	11	±2	3.1	±0.1
Non-Hispanic White	99	±1	11	23	24	32	10	±1	3.1	±0.1
Total Minority	99	±1	11	22	23	31	13	±2	3.1	±0.1
Non-Hispanic Black	99	±1	12	23	23	31	12	±2	3.1	±0.1
Hispanic	99	±1	13	21	24	28	14	±3	3.1	±0.1
Non-Hispanic Asian	99	±1	6	19	24	36	14	±3	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

48. Indicate the extent to which you agree or disagree with the following statements.

d. I voluntarily take on additional work.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	1	2	12	52	32	±1	4.1	±0.1
Army	99	±1	1	2	12	52	33	±2	4.2	±0.1
Navy	99	±1	1	2	13	53	31	±2	4.1	±0.1
Marine Corps	100	±1	1	1	12	50	36	±5	4.2	±0.1
Air Force	99	±1	1	3	13	52	31	±2	4.1	±0.1
DoD Agencies/Field Activities	99	±1	1	2	12	52	33	±3	4.1	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	1	2	12	52	34	±1	4.2	±0.1
GS 1 to 4	97	±2	2	2	13	50	32	±4	4.1	±0.1
GS 5 to 8	99	±1	1	2	13	48	36	±2	4.2	±0.1
GS 9 to 12	99	±1	1	2	12	53	32	±2	4.1	±0.1
GS/GM 13 to 15	99	±1	0	2	8	55	35	±3	4.2	±0.1
SES	99	±1	0	0	2	43	54	±5	4.5	±0.1
Blue Collar Total	99	±1	1	3	16	53	28	±2	4.0	±0.1
WG 1 to 5	99	±1	2	2	16	49	30	±6	4.0	±0.1
WG 6 to 9	99	±1	1	2	16	49	32	±4	4.1	±0.1
WG 10 to 15	99	±1	1	3	18	54	24	±3	4.0	±0.1
WS/WL 1 to 19	100	±1	1	2	11	57	29	±5	4.1	±0.1
NSPS Pay Plans	99	±1	0	2	9	54	35	±3	4.2	±0.1
Demo/APS Pay Plans	99	±1	0	3	10	56	31	±2	4.1	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	0	2	9	54	35	±3	4.2	±0.1
All Others	99	±1	1	2	13	52	32	±1	4.1	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	0	3	12	57	28	±2	4.1	±0.1
Administrative	100	±1	0	2	10	51	37	±2	4.2	±0.1
Technical	99	±1	1	2	13	50	34	±2	4.1	±0.1
Clerical	98	±1	1	2	13	48	37	±3	4.2	±0.1
Other White Collar	99	±1	2	2	14	46	35	±4	4.1	±0.1
Blue Collar	99	±1	1	3	15	53	28	±2	4.0	±0.1
Scientists	100	±1	0	3	11	58	28	±4	4.1	±0.1
Engineers	100	±1	0	3	14	58	25	±3	4.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	0	1	10	53	36	±3	4.2	±0.1
Manager	100	±1	0	1	7	47	44	±4	4.3	±0.1
Wage Leader	100	±1	0	3	9	57	30	±6	4.1	±0.1
Wage Supervisor	99	±2	0	2	13	59	26	±6	4.1	±0.1
Team Leader	99	±1	0	2	8	52	38	±3	4.2	±0.1
Non-Supervisor	99	±1	1	3	14	52	30	±1	4.1	±0.1
EDUCATION										
No College	99	±1	1	3	15	50	31	±3	4.1	±0.1
Some College	99	±1	1	2	13	51	34	±2	4.1	±0.1
4-Year Degree	99	±1	1	3	12	56	29	±2	4.1	±0.1
Graduate/Professional Degree	100	±1	0	2	11	52	35	±2	4.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

48. Indicate the extent to which you agree or disagree with the following statements.
d. I voluntarily take on additional work.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	1	2	12	52	32	±1	4.1	±0.1
Other Than Full-Time	98	±2	1	2	14	52	30	±5	4.1	±0.1
CONUS	99	±1	1	2	13	52	32	±1	4.1	±0.1
OCONUS	99	±1	1	2	12	51	34	±4	4.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	2	11	53	33	±2	4.2	±0.1
In Bargaining Unit	99	±1	1	2	14	52	31	±2	4.1	±0.1
DISABILITY										
No Disability	99	±1	1	2	12	53	32	±1	4.1	±0.1
Disability	99	±1	1	2	13	49	34	±2	4.1	±0.1
Targeted Disability	99	±1	1	3	13	48	36	±4	4.1	±0.1
Other Disability	99	±1	1	2	13	50	34	±3	4.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	1	2	12	53	33	±2	4.1	±0.1
Veteran	99	±1	1	3	13	52	32	±2	4.1	±0.1
10 Point, 30%	99	±1	1	2	12	49	36	±3	4.2	±0.1
10 Point, Not 30%	100	±1	1	2	13	46	38	±4	4.2	±0.1
5 Point	99	±1	1	3	14	54	29	±2	4.1	±0.1
No Preference	100	±1	1	3	11	50	35	±4	4.2	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	1	2	12	52	32	±1	4.1	±0.1
Non-Permanent	98	±2	1	2	13	52	32	±4	4.1	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	1	3	14	53	30	±2	4.1	±0.1
FERS	99	±1	1	2	12	52	33	±1	4.2	±0.1
Other Plan	98	±2	1	2	13	52	32	±4	4.1	±0.1
Not Eligible	99	±1	1	2	12	53	33	±2	4.1	±0.1
Optional Eligible	99	±1	1	2	13	52	32	±2	4.1	±0.1
Discontinued Service	99	±1	1	3	14	52	30	±3	4.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	99	±1	1	2	15	52	30	±3	4.1	±0.1
30 to 39 Years Old	99	±1	1	2	11	51	35	±3	4.2	±0.1
40 to 49 Years Old	99	±1	1	2	12	52	33	±2	4.2	±0.1
50 to 59 Years Old	99	±1	1	3	13	52	31	±2	4.1	±0.1
60 Years Old or More	99	±1	0	2	13	54	31	±3	4.1	±0.1
6 Months to 4 Years of Service	99	±1	1	2	13	52	32	±3	4.1	±0.1
5 to 10 Years of Service	100	±1	1	2	12	49	35	±3	4.2	±0.1
11 to 20 Years of Service	99	±1	1	2	11	53	33	±2	4.2	±0.1
21 to 30 Years of Service	99	±1	1	3	12	53	32	±2	4.1	±0.1
More Than 30 Years of Service	99	±1	1	3	15	52	30	±2	4.1	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	1	2	14	53	30	±1	4.1	±0.1
Female	99	±1	1	2	10	50	37	±2	4.2	±0.1
Non-Hispanic White	99	±1	1	2	12	53	32	±1	4.1	±0.1
Total Minority	99	±1	1	2	14	50	33	±2	4.1	±0.1
Non-Hispanic Black	99	±1	1	3	15	51	30	±2	4.1	±0.1
Hispanic	99	±1	1	2	12	49	36	±3	4.2	±0.1
Non-Hispanic Asian	99	±1	0	1	15	51	32	±4	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

49. To what extent do you agree or disagree with the following statements about your workplace?

a. I know what is expected of me at work.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	1	4	7	53	35	±1	4.2	±0.1
Army	99	±1	1	4	7	52	36	±2	4.2	±0.1
Navy	99	±1	1	4	8	54	33	±2	4.1	±0.1
Marine Corps	99	±1	1	2	7	49	40	±5	4.2	±0.1
Air Force	99	±1	1	3	8	54	34	±2	4.2	±0.1
DoD Agencies/Field Activities	99	±1	1	4	6	54	35	±3	4.2	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	1	4	7	53	35	±1	4.2	±0.1
GS 1 to 4	97	±2	1	2	6	44	47	±4	4.3	±0.1
GS 5 to 8	98	±1	1	3	6	49	41	±2	4.3	±0.1
GS 9 to 12	99	±1	1	5	7	55	32	±2	4.1	±0.1
GS/GM 13 to 15	99	±1	1	4	8	55	32	±3	4.1	±0.1
SES	98	±2	0	5	3	44	48	±5	4.3	±0.1
Blue Collar Total	99	±1	1	2	7	54	36	±2	4.2	±0.1
WG 1 to 5	99	±1	2	2	5	47	44	±6	4.3	±0.1
WG 6 to 9	99	±1	1	2	5	51	40	±4	4.3	±0.1
WG 10 to 15	99	±1	1	2	8	56	33	±3	4.2	±0.1
WS/WL 1 to 19	100	±1	1	3	6	56	35	±5	4.2	±0.1
NSPS Pay Plans	99	±1	1	5	7	57	31	±3	4.1	±0.1
Demo/APS Pay Plans	99	±1	1	5	10	57	27	±2	4.0	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	5	7	57	31	±3	4.1	±0.1
All Others	99	±1	1	4	7	53	35	±1	4.2	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	1	5	8	58	28	±2	4.1	±0.1
Administrative	99	±1	1	5	7	52	35	±2	4.1	±0.1
Technical	98	±1	1	3	7	50	40	±2	4.3	±0.1
Clerical	98	±1	1	3	5	47	45	±3	4.3	±0.1
Other White Collar	99	±1	2	3	7	54	34	±4	4.2	±0.1
Blue Collar	99	±1	1	2	7	54	36	±2	4.2	±0.1
Scientists	99	±1	1	4	10	60	25	±4	4.0	±0.1
Engineers	99	±1	1	6	10	63	20	±3	4.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	1	4	6	52	37	±3	4.2	±0.1
Manager	99	±1	1	3	6	49	41	±4	4.3	±0.1
Wage Leader	99	±2	1	4	7	51	38	±6	4.2	±0.2
Wage Supervisor	98	±2	1	1	6	57	35	±6	4.2	±0.1
Team Leader	99	±1	1	5	8	53	34	±3	4.1	±0.1
Non-Supervisor	99	±1	1	4	7	54	34	±1	4.2	±0.1
EDUCATION										
No College	98	±1	1	2	5	50	42	±3	4.3	±0.1
Some College	99	±1	1	3	7	52	38	±2	4.2	±0.1
4-Year Degree	99	±1	1	5	8	58	28	±2	4.1	±0.1
Graduate/Professional Degree	99	±1	1	5	9	53	32	±2	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a-l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?

a. I know what is expected of me at work.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	1	4	7	53	35	±1	4.2	±0.1
Other Than Full-Time	97	±2	1	2	6	48	43	±6	4.3	±0.1
CONUS	99	±1	1	4	7	54	35	±1	4.2	±0.1
OCONUS	99	±1	1	4	7	51	37	±4	4.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	1	4	7	53	35	±2	4.2	±0.1
In Bargaining Unit	99	±1	1	4	7	54	35	±2	4.2	±0.1
DISABILITY										
No Disability	99	±1	1	4	7	54	34	±1	4.2	±0.1
Disability	99	±1	1	4	7	50	37	±2	4.2	±0.1
Targeted Disability	99	±1	1	5	7	48	40	±4	4.2	±0.1
Other Disability	99	±1	1	4	7	51	36	±3	4.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	1	4	7	54	34	±2	4.2	±0.1
Veteran	99	±1	1	4	7	52	36	±2	4.2	±0.1
10 Point, 30%	99	±1	1	4	6	48	41	±3	4.2	±0.1
10 Point, Not 30%	99	±1	1	4	7	46	43	±4	4.3	±0.1
5 Point	99	±1	1	4	7	54	33	±2	4.2	±0.1
No Preference	99	±1	1	4	6	53	36	±4	4.2	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	1	4	7	54	35	±1	4.2	±0.1
Non-Permanent	97	±2	1	3	6	49	41	±4	4.2	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	1	3	7	55	34	±2	4.2	±0.1
FERS	99	±1	1	4	7	53	35	±1	4.2	±0.1
Other Plan	97	±2	2	3	7	49	39	±4	4.2	±0.1
Not Eligible	99	±1	1	4	8	54	34	±2	4.1	±0.1
Optional Eligible	99	±1	1	3	6	53	37	±2	4.2	±0.1
Discontinued Service	99	±1	1	5	7	53	34	±3	4.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	1	4	9	53	33	±3	4.1	±0.1
30 to 39 Years Old	99	±1	1	4	7	54	35	±3	4.2	±0.1
40 to 49 Years Old	99	±1	1	4	7	53	35	±2	4.2	±0.1
50 to 59 Years Old	99	±1	1	4	7	54	34	±2	4.2	±0.1
60 Years Old or More	99	±1	1	3	7	49	40	±3	4.2	±0.1
6 Months to 4 Years of Service	98	±1	1	4	8	54	34	±3	4.2	±0.1
5 to 10 Years of Service	99	±1	1	5	7	51	36	±3	4.2	±0.1
11 to 20 Years of Service	99	±1	1	4	7	54	34	±2	4.2	±0.1
21 to 30 Years of Service	99	±1	1	4	7	54	35	±2	4.2	±0.1
More Than 30 Years of Service	99	±1	1	3	7	53	37	±2	4.2	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	1	4	8	55	32	±1	4.1	±0.1
Female	99	±1	1	4	6	50	40	±2	4.2	±0.1
Non-Hispanic White	99	±1	1	4	7	54	33	±1	4.1	±0.1
Total Minority	98	±1	1	3	7	50	39	±2	4.2	±0.1
Non-Hispanic Black	98	±1	1	3	6	51	40	±2	4.3	±0.1
Hispanic	99	±1	1	3	7	47	43	±3	4.3	±0.1
Non-Hispanic Asian	98	±1	1	3	7	53	36	±4	4.2	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a-l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
b. I have the materials and equipment I need to do my work right.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	3	11	14	51	21	±1	3.8	±0.1
Army	98	±1	3	10	13	51	23	±2	3.8	±0.1
Navy	98	±1	4	14	16	49	17	±2	3.6	±0.1
Marine Corps	99	±1	4	13	15	46	22	±5	3.7	±0.2
Air Force	98	±1	3	11	14	51	21	±2	3.8	±0.1
DoD Agencies/Field Activities	98	±1	3	10	13	52	22	±3	3.8	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	3	10	13	52	23	±1	3.8	±0.1
GS 1 to 4	97	±2	3	8	13	44	32	±4	3.9	±0.1
GS 5 to 8	98	±1	3	9	12	49	27	±2	3.9	±0.1
GS 9 to 12	98	±1	2	10	14	53	21	±2	3.8	±0.1
GS/GM 13 to 15	99	±1	3	11	12	54	20	±3	3.8	±0.1
SES	97	±2	2	11	8	45	34	±5	4.0	±0.1
Blue Collar Total	99	±1	4	15	18	46	16	±2	3.6	±0.1
WG 1 to 5	98	±2	4	13	15	43	25	±6	3.7	±0.2
WG 6 to 9	99	±1	6	13	17	44	20	±4	3.6	±0.1
WG 10 to 15	99	±1	5	19	20	44	13	±3	3.4	±0.1
WS/WL 1 to 19	99	±1	3	13	15	54	14	±5	3.6	±0.1
NSPS Pay Plans	98	±1	2	11	12	55	20	±3	3.8	±0.1
Demo/APS Pay Plans	98	±1	3	10	15	55	18	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	2	11	12	55	20	±3	3.8	±0.1
All Others	98	±1	3	11	14	51	21	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	3	11	14	54	17	±2	3.7	±0.1
Administrative	98	±1	2	10	13	53	23	±2	3.8	±0.1
Technical	98	±1	2	9	12	51	25	±2	3.9	±0.1
Clerical	98	±1	2	7	10	48	32	±3	4.0	±0.1
Other White Collar	99	±1	7	16	14	43	20	±4	3.5	±0.1
Blue Collar	99	±1	4	15	18	46	17	±2	3.6	±0.1
Scientists	98	±2	2	12	18	51	17	±4	3.7	±0.1
Engineers	99	±1	4	13	16	55	12	±3	3.6	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	3	11	12	52	23	±3	3.8	±0.1
Manager	98	±2	3	12	11	50	23	±4	3.8	±0.1
Wage Leader	99	±1	5	13	16	48	18	±6	3.6	±0.2
Wage Supervisor	98	±2	3	12	16	53	15	±6	3.6	±0.2
Team Leader	99	±1	2	12	14	51	20	±3	3.7	±0.1
Non-Supervisor	98	±1	3	11	15	51	21	±1	3.8	±0.1
EDUCATION										
No College	98	±1	3	10	14	49	24	±3	3.8	±0.1
Some College	98	±1	3	12	15	49	22	±2	3.8	±0.1
4-Year Degree	98	±1	3	11	13	55	18	±2	3.7	±0.1
Graduate/Professional Degree	98	±1	3	11	14	52	21	±2	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
b. I have the materials and equipment I need to do my work right.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	3	11	14	51	21	±1	3.8	±0.1
Other Than Full-Time	96	±3	2	7	13	48	29	±6	3.9	±0.1
CONUS	98	±1	3	11	14	51	21	±1	3.8	±0.1
OCONUS	97	±2	3	11	15	49	22	±4	3.8	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	3	10	13	52	22	±2	3.8	±0.1
In Bargaining Unit	98	±1	3	12	16	49	20	±2	3.7	±0.1
DISABILITY										
No Disability	98	±1	3	11	14	52	21	±1	3.8	±0.1
Disability	98	±1	4	13	15	46	22	±2	3.7	±0.1
Targeted Disability	98	±1	4	15	14	43	24	±4	3.7	±0.1
Other Disability	98	±1	4	12	15	47	21	±3	3.7	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	3	11	14	51	22	±2	3.8	±0.1
Veteran	98	±1	3	12	14	50	21	±2	3.7	±0.1
10 Point, 30%	98	±1	4	11	13	47	25	±3	3.8	±0.1
10 Point, Not 30%	99	±1	3	12	14	48	24	±4	3.8	±0.1
5 Point	98	±1	3	12	15	51	19	±2	3.7	±0.1
No Preference	99	±1	3	9	13	52	22	±4	3.8	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	3	11	14	51	21	±1	3.8	±0.1
Non-Permanent	97	±2	2	10	16	44	27	±4	3.8	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	3	10	14	53	21	±2	3.8	±0.1
FERS	98	±1	3	12	14	50	21	±1	3.7	±0.1
Other Plan	97	±2	3	9	15	48	25	±4	3.8	±0.1
Not Eligible	98	±1	3	11	14	51	21	±2	3.8	±0.1
Optional Eligible	98	±1	3	11	14	50	22	±2	3.8	±0.1
Discontinued Service	99	±1	4	11	15	51	19	±3	3.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	3	10	15	50	22	±3	3.8	±0.1
30 to 39 Years Old	99	±1	3	13	16	48	20	±3	3.7	±0.1
40 to 49 Years Old	98	±1	3	11	14	51	20	±2	3.7	±0.1
50 to 59 Years Old	98	±1	3	11	13	52	21	±2	3.8	±0.1
60 Years Old or More	98	±1	2	9	12	51	26	±3	3.9	±0.1
6 Months to 4 Years of Service	98	±1	3	10	16	49	21	±3	3.8	±0.1
5 to 10 Years of Service	99	±1	4	13	15	47	22	±3	3.7	±0.1
11 to 20 Years of Service	98	±1	3	12	14	51	20	±2	3.7	±0.1
21 to 30 Years of Service	98	±1	3	11	13	52	21	±2	3.8	±0.1
More Than 30 Years of Service	98	±1	2	10	13	52	23	±2	3.8	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	3	12	15	51	18	±1	3.7	±0.1
Female	98	±1	2	9	12	51	26	±2	3.9	±0.1
Non-Hispanic White	98	±1	3	12	14	51	20	±1	3.7	±0.1
Total Minority	97	±1	3	9	14	50	24	±2	3.8	±0.1
Non-Hispanic Black	97	±1	2	9	12	51	26	±2	3.9	±0.1
Hispanic	98	±1	4	9	15	48	24	±3	3.8	±0.1
Non-Hispanic Asian	98	±1	3	8	16	52	21	±4	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?

c. At work, I have the opportunity to do what I do best every day.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages					Max ME	Average Agreement	
			1	2	3	4	5			
OVERALL AND COMPONENT										
Total DoD	98	±1	2	10	17	47	23	±1	3.8	±0.1
Army	98	±1	2	10	16	47	25	±2	3.8	±0.1
Navy	99	±1	3	11	18	47	21	±2	3.7	±0.1
Marine Corps	99	±1	2	11	12	48	27	±5	3.9	±0.1
Air Force	99	±1	2	9	18	47	23	±2	3.8	±0.1
DoD Agencies/Field Activities	98	±1	2	10	17	48	23	±3	3.8	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	2	10	16	47	25	±1	3.8	±0.1
GS 1 to 4	97	±2	2	8	17	42	32	±4	3.9	±0.1
GS 5 to 8	98	±1	3	8	15	46	28	±2	3.9	±0.1
GS 9 to 12	98	±1	2	11	17	47	22	±2	3.8	±0.1
GS/GM 13 to 15	99	±1	2	12	16	48	22	±3	3.8	±0.1
SES	98	±2	1	7	13	43	37	±5	4.1	±0.1
Blue Collar Total	99	±1	3	9	20	48	20	±2	3.7	±0.1
WG 1 to 5	99	±2	4	11	18	41	26	±6	3.8	±0.2
WG 6 to 9	99	±1	3	9	19	44	24	±4	3.8	±0.1
WG 10 to 15	99	±1	3	9	22	49	17	±3	3.7	±0.1
WS/WL 1 to 19	99	±1	1	9	16	55	19	±5	3.8	±0.1
NSPS Pay Plans	98	±1	2	9	15	52	22	±3	3.8	±0.1
Demo/APS Pay Plans	98	±1	2	12	20	48	18	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	2	9	15	52	22	±3	3.8	±0.1
All Others	98	±1	2	10	17	47	23	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	3	13	19	47	18	±2	3.7	±0.1
Administrative	99	±1	2	10	16	48	25	±2	3.8	±0.1
Technical	98	±1	2	8	16	47	28	±2	3.9	±0.1
Clerical	97	±1	2	8	14	44	32	±3	4.0	±0.1
Other White Collar	99	±1	5	12	17	44	22	±4	3.7	±0.1
Blue Collar	99	±1	3	9	20	48	20	±2	3.7	±0.1
Scientists	98	±2	2	14	22	48	14	±4	3.6	±0.1
Engineers	99	±1	3	16	22	46	13	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	3	9	15	49	25	±3	3.9	±0.1
Manager	98	±1	2	10	14	46	28	±4	3.9	±0.1
Wage Leader	99	±2	2	8	16	52	22	±6	3.8	±0.2
Wage Supervisor	98	±2	1	8	15	54	21	±6	3.9	±0.1
Team Leader	98	±1	2	11	17	48	23	±3	3.8	±0.1
Non-Supervisor	98	±1	3	10	18	46	23	±1	3.8	±0.1
EDUCATION										
No College	98	±1	2	7	15	49	27	±3	3.9	±0.1
Some College	98	±1	2	9	17	47	25	±2	3.8	±0.1
4-Year Degree	98	±1	3	12	19	47	19	±2	3.7	±0.1
Graduate/Professional Degree	99	±1	3	12	18	45	22	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
c. At work, I have the opportunity to do what I do best every day.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	2	10	17	47	23	±1	3.8	±0.1
Other Than Full-Time	97	±2	2	8	16	46	29	±6	3.9	±0.1
CONUS	98	±1	2	10	17	47	23	±1	3.8	±0.1
OCONUS	99	±1	2	9	16	47	26	±4	3.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	2	10	17	47	24	±2	3.8	±0.1
In Bargaining Unit	98	±1	3	10	18	47	23	±2	3.8	±0.1
DISABILITY										
No Disability	98	±1	2	10	17	48	23	±1	3.8	±0.1
Disability	98	±1	3	11	17	44	25	±2	3.8	±0.1
Targeted Disability	99	±1	4	12	17	40	27	±4	3.8	±0.1
Other Disability	98	±1	3	10	18	45	24	±3	3.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	2	11	18	46	23	±2	3.8	±0.1
Veteran	98	±1	3	9	17	48	23	±2	3.8	±0.1
10 Point, 30%	98	±1	3	10	15	45	29	±3	3.9	±0.1
10 Point, Not 30%	99	±1	3	10	14	45	28	±4	3.9	±0.1
5 Point	98	±1	3	9	18	49	21	±2	3.8	±0.1
No Preference	99	±1	3	8	16	48	25	±4	3.8	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	2	10	17	47	23	±1	3.8	±0.1
Non-Permanent	97	±2	2	11	19	40	28	±4	3.8	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	2	10	16	49	23	±2	3.8	±0.1
FERS	99	±1	3	10	18	46	23	±1	3.8	±0.1
Other Plan	97	±2	2	11	17	43	28	±4	3.8	±0.1
Not Eligible	98	±1	2	11	18	46	22	±2	3.7	±0.1
Optional Eligible	98	±1	2	9	16	48	24	±2	3.8	±0.1
Discontinued Service	99	±1	3	10	17	47	22	±3	3.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	2	12	22	42	22	±3	3.7	±0.1
30 to 39 Years Old	99	±1	2	10	18	47	23	±3	3.8	±0.1
40 to 49 Years Old	98	±1	3	10	17	47	23	±2	3.8	±0.1
50 to 59 Years Old	98	±1	3	10	16	48	23	±2	3.8	±0.1
60 Years Old or More	98	±1	2	8	15	47	28	±3	3.9	±0.1
6 Months to 4 Years of Service	98	±1	2	11	21	43	22	±3	3.7	±0.1
5 to 10 Years of Service	98	±1	3	10	18	45	24	±3	3.8	±0.1
11 to 20 Years of Service	99	±1	2	10	17	48	22	±2	3.8	±0.1
21 to 30 Years of Service	99	±1	2	10	16	48	23	±2	3.8	±0.1
More Than 30 Years of Service	98	±1	2	10	15	49	25	±2	3.8	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	3	11	18	48	20	±1	3.7	±0.1
Female	98	±1	2	9	15	46	28	±2	3.9	±0.1
Non-Hispanic White	99	±1	2	11	18	47	22	±1	3.8	±0.1
Total Minority	98	±1	2	9	16	46	26	±2	3.9	±0.1
Non-Hispanic Black	97	±1	2	9	16	46	27	±2	3.9	±0.1
Hispanic	98	±1	2	9	14	47	28	±3	3.9	±0.1
Non-Hispanic Asian	98	±1	2	6	18	49	25	±4	3.9	±0.1

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49. To what extent do you agree or disagree with the following statements about your workplace?

d. In the last seven days, I have received recognition or praise for doing good work.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	14	22	19	30	15	±1	3.1	±0.1
Army	99	±1	13	22	20	30	15	±2	3.1	±0.1
Navy	99	±1	15	24	20	29	12	±2	3.0	±0.1
Marine Corps	99	±1	17	24	18	27	13	±5	2.9	±0.2
Air Force	99	±1	14	21	18	31	16	±2	3.2	±0.1
DoD Agencies/Field Activities	99	±1	14	22	19	30	15	±3	3.1	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	13	22	19	30	16	±1	3.1	±0.1
GS 1 to 4	97	±2	15	20	21	28	16	±4	3.1	±0.1
GS 5 to 8	98	±1	15	19	19	28	18	±2	3.2	±0.1
GS 9 to 12	99	±1	13	23	19	31	14	±2	3.1	±0.1
GS/GM 13 to 15	99	±1	11	24	18	32	15	±3	3.2	±0.1
SES	98	±2	10	21	20	31	18	±5	3.3	±0.2
Blue Collar Total	99	±1	16	23	20	29	12	±2	3.0	±0.1
WG 1 to 5	99	±1	18	28	13	23	18	±6	3.0	±0.2
WG 6 to 9	99	±1	18	20	20	31	12	±4	3.0	±0.1
WG 10 to 15	99	±1	17	23	20	29	10	±3	2.9	±0.1
WS/WL 1 to 19	99	±1	13	24	20	33	10	±4	3.0	±0.1
NSPS Pay Plans	99	±1	10	21	18	35	16	±3	3.3	±0.1
Demo/APS Pay Plans	99	±1	11	25	21	32	11	±2	3.1	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	10	21	18	35	16	±3	3.3	±0.1
All Others	99	±1	14	22	19	30	15	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	12	26	20	32	12	±2	3.1	±0.1
Administrative	99	±1	13	21	18	31	16	±2	3.2	±0.1
Technical	98	±1	15	21	20	27	16	±2	3.1	±0.1
Clerical	98	±1	12	18	17	30	22	±3	3.3	±0.1
Other White Collar	99	±1	18	19	22	28	13	±4	3.0	±0.1
Blue Collar	99	±1	16	22	20	30	12	±2	3.0	±0.1
Scientists	99	±1	13	25	19	34	9	±4	3.0	±0.1
Engineers	99	±1	11	29	21	30	9	±3	3.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	13	23	19	30	15	±3	3.1	±0.1
Manager	99	±1	12	21	18	33	17	±4	3.2	±0.1
Wage Leader	99	±2	13	19	19	35	13	±7	3.2	±0.2
Wage Supervisor	99	±2	14	24	22	29	10	±5	3.0	±0.2
Team Leader	99	±1	12	23	17	31	16	±3	3.2	±0.1
Non-Supervisor	99	±1	14	22	20	30	14	±1	3.1	±0.1
EDUCATION										
No College	98	±1	14	21	20	30	16	±2	3.1	±0.1
Some College	99	±1	15	21	19	29	15	±2	3.1	±0.1
4-Year Degree	99	±1	13	23	20	32	12	±2	3.1	±0.1
Graduate/Professional Degree	99	±1	13	24	18	30	14	±2	3.1	±0.1

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49. To what extent do you agree or disagree with the following statements about your workplace?
d. In the last seven days, I have received recognition or praise for doing good work.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	14	22	19	30	14	±1	3.1	±0.1
Other Than Full-Time	96	±2	13	19	22	26	20	±5	3.2	±0.2
CONUS	99	±1	14	22	19	30	15	±1	3.1	±0.1
OCONUS	99	±1	14	22	21	30	14	±3	3.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	12	22	20	31	15	±1	3.1	±0.1
In Bargaining Unit	99	±1	16	22	19	30	14	±2	3.0	±0.1
DISABILITY										
No Disability	99	±1	13	22	19	31	15	±1	3.1	±0.1
Disability	99	±1	18	21	19	28	14	±2	3.0	±0.1
Targeted Disability	99	±1	19	21	18	27	14	±4	3.0	±0.1
Other Disability	99	±1	18	21	19	28	14	±2	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	13	22	18	31	15	±1	3.1	±0.1
Veteran	99	±1	15	22	20	29	14	±2	3.1	±0.1
10 Point, 30%	99	±1	16	21	19	28	15	±3	3.1	±0.1
10 Point, Not 30%	99	±1	15	21	19	27	19	±4	3.1	±0.1
5 Point	99	±1	14	23	21	29	12	±2	3.0	±0.1
No Preference	99	±1	13	22	19	32	14	±4	3.1	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	14	22	19	30	14	±1	3.1	±0.1
Non-Permanent	97	±2	13	20	19	28	21	±4	3.2	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	14	24	20	29	13	±2	3.0	±0.1
FERS	99	±1	14	22	19	31	15	±1	3.1	±0.1
Other Plan	98	±2	12	19	23	27	19	±4	3.2	±0.1
Not Eligible	99	±1	13	21	19	31	16	±2	3.2	±0.1
Optional Eligible	99	±1	14	23	19	30	14	±2	3.1	±0.1
Discontinued Service	99	±1	15	25	20	28	12	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	13	18	17	34	18	±3	3.3	±0.1
30 to 39 Years Old	99	±1	13	21	20	29	16	±3	3.1	±0.1
40 to 49 Years Old	99	±1	13	22	19	31	15	±2	3.1	±0.1
50 to 59 Years Old	99	±1	15	23	19	30	13	±2	3.0	±0.1
60 Years Old or More	99	±1	14	24	23	27	13	±3	3.0	±0.1
6 Months to 4 Years of Service	98	±1	13	18	21	31	17	±3	3.2	±0.1
5 to 10 Years of Service	99	±1	15	20	18	31	17	±3	3.1	±0.1
11 to 20 Years of Service	99	±1	14	23	18	30	15	±2	3.1	±0.1
21 to 30 Years of Service	99	±1	14	23	19	30	14	±2	3.1	±0.1
More Than 30 Years of Service	99	±1	14	24	21	29	13	±2	3.0	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	14	22	21	30	12	±1	3.0	±0.1
Female	99	±1	13	22	16	30	18	±2	3.2	±0.1
Non-Hispanic White	99	±1	13	23	19	30	14	±1	3.1	±0.1
Total Minority	98	±1	15	20	20	30	16	±2	3.1	±0.1
Non-Hispanic Black	98	±1	14	21	17	31	17	±2	3.1	±0.1
Hispanic	99	±1	16	19	18	29	17	±3	3.1	±0.1
Non-Hispanic Asian	98	±1	13	19	26	31	12	±3	3.1	±0.1

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49. To what extent do you agree or disagree with the following statements about your workplace?

e. My supervisor, or someone at work, seems to care about me as a person.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	6	7	17	44	25	±1	3.8	±0.1
Army	98	±1	6	7	16	44	27	±2	3.8	±0.1
Navy	99	±1	6	8	18	45	23	±2	3.7	±0.1
Marine Corps	99	±1	7	10	19	42	22	±5	3.6	±0.2
Air Force	99	±1	6	7	17	44	26	±2	3.8	±0.1
DoD Agencies/Field Activities	98	±1	6	7	17	45	25	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	6	7	16	44	27	±1	3.8	±0.1
GS 1 to 4	97	±2	9	7	16	38	31	±4	3.7	±0.1
GS 5 to 8	98	±1	7	6	15	42	29	±2	3.8	±0.1
GS 9 to 12	99	±1	5	8	16	45	26	±2	3.8	±0.1
GS/GM 13 to 15	99	±1	4	7	15	47	27	±3	3.8	±0.1
SES	98	±2	3	7	13	42	35	±5	4.0	±0.1
Blue Collar Total	99	±1	7	9	21	43	19	±2	3.6	±0.1
WG 1 to 5	98	±2	11	8	19	38	25	±6	3.6	±0.2
WG 6 to 9	99	±1	8	10	23	39	19	±4	3.5	±0.1
WG 10 to 15	99	±1	7	9	21	45	17	±3	3.6	±0.1
WS/WL 1 to 19	99	±1	5	9	21	45	21	±5	3.7	±0.1
NSPS Pay Plans	99	±1	4	7	14	48	28	±3	3.9	±0.1
Demo/APS Pay Plans	99	±1	4	7	17	48	24	±2	3.8	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	4	7	14	48	28	±3	3.9	±0.1
All Others	99	±1	6	7	17	44	25	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	7	17	48	23	±2	3.8	±0.1
Administrative	99	±1	5	7	15	44	28	±2	3.8	±0.1
Technical	98	±1	6	7	17	43	27	±2	3.8	±0.1
Clerical	98	±1	6	6	14	39	35	±3	3.9	±0.1
Other White Collar	98	±1	9	8	15	42	26	±4	3.7	±0.1
Blue Collar	99	±1	7	9	21	43	19	±2	3.6	±0.1
Scientists	98	±2	5	6	18	46	25	±4	3.8	±0.1
Engineers	99	±1	4	8	18	50	20	±3	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	6	7	17	44	27	±3	3.8	±0.1
Manager	99	±1	4	9	14	46	27	±4	3.8	±0.1
Wage Leader	99	±2	5	8	21	46	21	±7	3.7	±0.2
Wage Supervisor	99	±2	5	9	19	47	20	±6	3.7	±0.2
Team Leader	99	±1	5	7	15	46	27	±3	3.8	±0.1
Non-Supervisor	99	±1	6	7	17	44	25	±1	3.7	±0.1
EDUCATION										
No College	98	±1	6	7	18	43	25	±3	3.7	±0.1
Some College	99	±1	6	8	18	43	26	±2	3.7	±0.1
4-Year Degree	99	±1	5	7	16	48	24	±2	3.8	±0.1
Graduate/Professional Degree	99	±1	6	8	15	44	27	±2	3.8	±0.1

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49. To what extent do you agree or disagree with the following statements about your workplace?
e. My supervisor, or someone at work, seems to care about me as a person.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	6	8	17	44	25	±1	3.8	±0.1
Other Than Full-Time	96	±2	6	5	17	40	33	±5	3.9	±0.2
CONUS	99	±1	6	7	17	44	26	±1	3.8	±0.1
OCONUS	99	±1	6	8	17	44	24	±4	3.7	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	5	7	16	45	27	±2	3.8	±0.1
In Bargaining Unit	99	±1	7	8	18	44	24	±2	3.7	±0.1
DISABILITY										
No Disability	99	±1	5	7	17	45	26	±1	3.8	±0.1
Disability	99	±1	9	8	19	40	25	±2	3.6	±0.1
Targeted Disability	99	±1	9	9	19	40	24	±4	3.6	±0.1
Other Disability	98	±1	9	8	19	40	25	±3	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	6	7	16	45	26	±2	3.8	±0.1
Veteran	99	±1	6	8	18	43	24	±2	3.7	±0.1
10 Point, 30%	98	±1	8	10	18	38	26	±3	3.7	±0.1
10 Point, Not 30%	99	±1	6	8	17	40	29	±4	3.8	±0.1
5 Point	99	±1	6	8	19	45	22	±2	3.7	±0.1
No Preference	99	±1	5	7	16	45	27	±4	3.8	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	6	8	17	45	25	±1	3.8	±0.1
Non-Permanent	97	±2	7	6	15	39	32	±4	3.8	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	6	8	18	44	23	±2	3.7	±0.1
FERS	99	±1	6	7	16	45	26	±1	3.8	±0.1
Other Plan	97	±2	6	5	19	40	30	±4	3.8	±0.1
Not Eligible	99	±1	5	7	16	45	27	±2	3.8	±0.1
Optional Eligible	99	±1	6	8	18	44	24	±2	3.7	±0.1
Discontinued Service	99	±1	7	8	18	44	22	±3	3.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	4	6	13	43	34	±3	4.0	±0.1
30 to 39 Years Old	99	±1	6	6	15	46	27	±3	3.8	±0.1
40 to 49 Years Old	99	±1	5	7	16	45	26	±2	3.8	±0.1
50 to 59 Years Old	99	±1	7	8	18	44	23	±2	3.7	±0.1
60 Years Old or More	99	±1	6	8	20	42	23	±3	3.7	±0.1
6 Months to 4 Years of Service	98	±1	5	5	15	44	30	±3	3.9	±0.1
5 to 10 Years of Service	98	±1	6	6	16	44	28	±3	3.8	±0.1
11 to 20 Years of Service	99	±1	6	7	16	46	25	±2	3.8	±0.1
21 to 30 Years of Service	99	±1	6	8	18	44	24	±2	3.7	±0.1
More Than 30 Years of Service	99	±1	6	8	20	43	23	±2	3.7	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	6	8	18	45	23	±1	3.7	±0.1
Female	98	±1	6	7	14	43	30	±2	3.8	±0.1
Non-Hispanic White	99	±1	5	7	17	45	26	±1	3.8	±0.1
Total Minority	98	±1	7	7	17	43	25	±2	3.7	±0.1
Non-Hispanic Black	97	±1	8	6	16	44	26	±2	3.7	±0.1
Hispanic	99	±1	6	9	18	42	25	±3	3.7	±0.1
Non-Hispanic Asian	98	±1	6	7	20	45	22	±4	3.7	±0.1

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49. To what extent do you agree or disagree with the following statements about your workplace?

f. There is someone at work who encourages my development.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	7	15	24	38	16	±1	3.4	±0.1
Army	99	±1	6	14	23	39	17	±2	3.5	±0.1
Navy	99	±1	7	16	24	38	14	±2	3.4	±0.1
Marine Corps	99	±1	8	18	23	36	14	±5	3.3	±0.1
Air Force	99	±1	6	15	24	38	16	±2	3.4	±0.1
DoD Agencies/Field Activities	99	±1	7	15	24	36	18	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	6	15	23	38	17	±1	3.5	±0.1
GS 1 to 4	97	±2	9	12	22	33	24	±4	3.5	±0.1
GS 5 to 8	99	±1	7	13	22	38	19	±2	3.5	±0.1
GS 9 to 12	99	±1	6	15	23	39	16	±2	3.4	±0.1
GS/GM 13 to 15	99	±1	5	17	24	38	16	±3	3.4	±0.1
SES	98	±2	4	17	22	38	20	±5	3.5	±0.1
Blue Collar Total	99	±1	7	17	27	35	14	±2	3.3	±0.1
WG 1 to 5	99	±1	8	17	21	34	19	±6	3.4	±0.2
WG 6 to 9	99	±1	9	15	28	35	13	±4	3.3	±0.1
WG 10 to 15	99	±1	7	19	28	34	13	±3	3.3	±0.1
WS/WL 1 to 19	100	±1	6	14	28	38	13	±5	3.4	±0.1
NSPS Pay Plans	99	±1	5	13	21	43	18	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	5	13	23	44	15	±2	3.5	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	5	13	21	43	18	±3	3.6	±0.1
All Others	99	±1	7	15	24	38	16	±1	3.4	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	15	24	41	15	±2	3.5	±0.1
Administrative	99	±1	6	16	22	39	18	±2	3.5	±0.1
Technical	98	±1	7	14	25	37	16	±2	3.4	±0.1
Clerical	98	±1	7	13	21	36	23	±3	3.5	±0.1
Other White Collar	99	±1	8	13	19	40	20	±4	3.5	±0.1
Blue Collar	99	±1	7	16	27	36	14	±2	3.3	±0.1
Scientists	99	±1	8	17	24	37	15	±4	3.4	±0.1
Engineers	99	±1	5	17	25	41	12	±3	3.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	6	15	24	38	16	±3	3.4	±0.1
Manager	99	±1	5	17	23	38	17	±4	3.4	±0.1
Wage Leader	99	±1	6	17	25	38	14	±6	3.4	±0.2
Wage Supervisor	99	±2	7	14	28	38	13	±6	3.4	±0.2
Team Leader	99	±1	5	17	23	38	17	±3	3.5	±0.1
Non-Supervisor	99	±1	7	15	24	38	16	±1	3.4	±0.1
EDUCATION										
No College	99	±1	6	14	27	37	17	±3	3.5	±0.1
Some College	99	±1	7	15	24	37	17	±2	3.4	±0.1
4-Year Degree	99	±1	6	15	23	40	15	±2	3.4	±0.1
Graduate/Professional Degree	99	±1	7	17	21	38	18	±2	3.4	±0.1

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49. To what extent do you agree or disagree with the following statements about your workplace?
f. There is someone at work who encourages my development.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	6	15	24	38	16	±1	3.4	±0.1
Other Than Full-Time	96	±2	8	9	24	33	26	±5	3.6	±0.2
CONUS	99	±1	6	15	24	38	17	±1	3.4	±0.1
OCONUS	99	±1	7	14	25	38	15	±3	3.4	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	6	15	24	38	17	±2	3.5	±0.1
In Bargaining Unit	99	±1	7	15	24	38	16	±2	3.4	±0.1
DISABILITY										
No Disability	99	±1	6	15	23	39	17	±1	3.5	±0.1
Disability	99	±1	9	17	26	33	16	±2	3.3	±0.1
Targeted Disability	99	±1	8	17	28	30	17	±4	3.3	±0.1
Other Disability	99	±1	9	17	25	34	15	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	6	15	22	39	18	±2	3.5	±0.1
Veteran	99	±1	7	16	26	36	15	±2	3.4	±0.1
10 Point, 30%	99	±1	8	17	26	34	17	±3	3.4	±0.1
10 Point, Not 30%	99	±1	7	14	23	35	21	±4	3.5	±0.1
5 Point	99	±1	8	16	27	36	13	±2	3.3	±0.1
No Preference	99	±1	6	15	22	41	17	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	6	15	24	38	16	±1	3.4	±0.1
Non-Permanent	98	±2	7	9	20	37	26	±4	3.7	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	7	17	27	35	13	±2	3.3	±0.1
FERS	99	±1	6	15	22	40	17	±1	3.5	±0.1
Other Plan	98	±2	7	11	26	33	23	±4	3.5	±0.1
Not Eligible	99	±1	6	14	21	40	19	±2	3.5	±0.1
Optional Eligible	99	±1	7	16	26	37	15	±2	3.4	±0.1
Discontinued Service	99	±1	8	17	27	36	12	±3	3.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	4	8	15	43	30	±3	3.9	±0.1
30 to 39 Years Old	99	±1	6	13	18	44	20	±3	3.6	±0.1
40 to 49 Years Old	99	±1	6	15	23	40	17	±2	3.5	±0.1
50 to 59 Years Old	99	±1	8	18	28	34	13	±2	3.3	±0.1
60 Years Old or More	99	±1	8	17	31	33	10	±3	3.2	±0.1
6 Months to 4 Years of Service	99	±1	4	10	18	44	24	±3	3.7	±0.1
5 to 10 Years of Service	99	±1	6	13	20	39	22	±3	3.6	±0.1
11 to 20 Years of Service	99	±1	7	16	22	39	16	±2	3.4	±0.1
21 to 30 Years of Service	99	±1	7	16	26	37	14	±2	3.4	±0.1
More Than 30 Years of Service	99	±1	7	18	31	32	11	±2	3.2	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	7	16	26	38	14	±1	3.4	±0.1
Female	99	±1	6	14	20	39	21	±2	3.5	±0.1
Non-Hispanic White	99	±1	6	16	25	38	16	±1	3.4	±0.1
Total Minority	98	±1	7	14	22	39	18	±2	3.5	±0.1
Non-Hispanic Black	98	±1	7	14	21	39	19	±2	3.5	±0.1
Hispanic	99	±1	8	15	24	36	18	±3	3.4	±0.1
Non-Hispanic Asian	98	±1	6	13	22	43	15	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?

g. At work, my opinions seem to count.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	6	12	20	45	17	±1	3.5	±0.1
Army	98	±1	6	12	19	45	18	±2	3.6	±0.1
Navy	99	±1	6	12	20	47	16	±2	3.5	±0.1
Marine Corps	99	±1	7	13	23	42	16	±5	3.5	±0.1
Air Force	99	±1	7	12	19	45	17	±2	3.5	±0.1
DoD Agencies/Field Activities	98	±1	7	13	21	44	15	±3	3.5	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	6	11	19	46	18	±1	3.6	±0.1
GS 1 to 4	97	±2	11	12	25	35	17	±4	3.3	±0.1
GS 5 to 8	98	±1	8	13	22	40	17	±2	3.4	±0.1
GS 9 to 12	99	±1	6	11	19	48	17	±2	3.6	±0.1
GS/GM 13 to 15	99	±1	3	7	13	54	22	±3	3.8	±0.1
SES	98	±2	1	4	7	42	46	±5	4.3	±0.1
Blue Collar Total	99	±1	8	16	24	41	12	±2	3.3	±0.1
WG 1 to 5	98	±2	10	19	24	34	14	±6	3.2	±0.2
WG 6 to 9	99	±1	9	17	25	38	11	±4	3.3	±0.1
WG 10 to 15	99	±1	9	17	25	40	10	±3	3.3	±0.1
WS/WL 1 to 19	99	±1	5	11	20	49	15	±5	3.6	±0.1
NSPS Pay Plans	98	±1	4	11	18	47	20	±3	3.7	±0.1
Demo/APS Pay Plans	99	±1	4	8	17	53	18	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	4	11	18	47	20	±3	3.7	±0.1
All Others	99	±1	6	12	20	45	17	±1	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	9	18	52	16	±2	3.7	±0.1
Administrative	99	±1	5	10	16	48	21	±2	3.7	±0.1
Technical	98	±1	7	12	22	43	16	±2	3.5	±0.1
Clerical	97	±1	8	12	22	38	20	±3	3.5	±0.1
Other White Collar	99	±1	12	17	18	37	15	±4	3.3	±0.1
Blue Collar	99	±1	8	16	23	41	12	±2	3.3	±0.1
Scientists	98	±2	4	11	16	51	18	±4	3.7	±0.1
Engineers	99	±1	4	8	17	56	15	±3	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	5	9	17	50	20	±3	3.7	±0.1
Manager	99	±1	4	8	11	50	27	±4	3.9	±0.1
Wage Leader	99	±2	7	12	20	43	18	±6	3.5	±0.2
Wage Supervisor	98	±2	5	10	19	52	14	±6	3.6	±0.2
Team Leader	98	±1	4	10	16	50	21	±3	3.7	±0.1
Non-Supervisor	99	±1	7	13	21	44	15	±1	3.5	±0.1
EDUCATION										
No College	98	±1	7	12	24	41	16	±3	3.5	±0.1
Some College	99	±1	7	13	21	43	16	±2	3.5	±0.1
4-Year Degree	99	±1	5	11	18	50	16	±2	3.6	±0.1
Graduate/Professional Degree	99	±1	5	10	16	49	20	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
g. At work, my opinions seem to count.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	6	12	19	46	17	±1	3.5	±0.1
Other Than Full-Time	96	±3	9	11	27	37	17	±5	3.4	±0.2
CONUS	99	±1	6	12	20	45	17	±1	3.5	±0.1
OCONUS	99	±1	6	11	18	48	17	±4	3.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	5	10	18	48	19	±2	3.6	±0.1
In Bargaining Unit	99	±1	8	13	21	43	14	±2	3.4	±0.1
DISABILITY										
No Disability	99	±1	6	11	19	47	17	±1	3.6	±0.1
Disability	98	±1	9	14	21	39	16	±2	3.4	±0.1
Targeted Disability	99	±1	9	16	20	38	16	±4	3.3	±0.1
Other Disability	98	±1	9	13	22	40	16	±3	3.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	6	12	20	46	16	±2	3.6	±0.1
Veteran	99	±1	7	12	19	44	18	±2	3.5	±0.1
10 Point, 30%	98	±1	8	12	19	42	19	±3	3.5	±0.1
10 Point, Not 30%	99	±1	6	11	16	44	22	±4	3.6	±0.1
5 Point	99	±1	7	12	20	45	16	±2	3.5	±0.1
No Preference	99	±1	6	12	18	44	20	±4	3.6	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	6	12	20	46	17	±1	3.5	±0.1
Non-Permanent	97	±2	8	12	20	41	20	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	6	11	21	46	16	±2	3.5	±0.1
FERS	99	±1	6	12	19	46	17	±1	3.6	±0.1
Other Plan	97	±2	7	12	21	41	18	±4	3.5	±0.1
Not Eligible	99	±1	6	11	18	47	18	±2	3.6	±0.1
Optional Eligible	99	±1	7	12	20	44	16	±2	3.5	±0.1
Discontinued Service	99	±1	7	12	22	45	14	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	6	12	20	44	18	±3	3.6	±0.1
30 to 39 Years Old	99	±1	7	12	17	46	17	±3	3.5	±0.1
40 to 49 Years Old	99	±1	6	11	18	47	18	±2	3.6	±0.1
50 to 59 Years Old	98	±1	7	12	21	44	16	±2	3.5	±0.1
60 Years Old or More	98	±1	6	11	22	45	16	±3	3.5	±0.1
6 Months to 4 Years of Service	98	±1	6	12	20	45	17	±3	3.5	±0.1
5 to 10 Years of Service	99	±1	8	12	21	41	18	±3	3.5	±0.1
11 to 20 Years of Service	99	±1	7	12	18	47	16	±2	3.5	±0.1
21 to 30 Years of Service	99	±1	6	12	20	45	17	±2	3.6	±0.1
More Than 30 Years of Service	99	±1	6	11	20	46	17	±2	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	6	12	19	47	16	±1	3.6	±0.1
Female	98	±1	7	12	21	43	18	±2	3.5	±0.1
Non-Hispanic White	99	±1	6	12	19	47	17	±1	3.6	±0.1
Total Minority	98	±1	8	12	22	42	16	±2	3.5	±0.1
Non-Hispanic Black	97	±1	8	12	21	42	17	±2	3.5	±0.1
Hispanic	99	±1	8	12	21	41	18	±3	3.5	±0.1
Non-Hispanic Asian	97	±1	5	10	23	47	14	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?

h. The mission/purpose of my Service makes me feel my job is important.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	3	5	16	51	25	±1	3.9	±0.1
Army	99	±1	2	5	15	51	26	±2	3.9	±0.1
Navy	99	±1	3	6	16	52	23	±2	3.9	±0.1
Marine Corps	99	±1	3	5	15	50	27	±5	3.9	±0.1
Air Force	99	±1	2	5	17	50	26	±2	3.9	±0.1
DoD Agencies/Field Activities	98	±1	3	5	17	51	23	±3	3.9	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	3	5	16	50	26	±1	3.9	±0.1
GS 1 to 4	97	±2	4	8	18	46	25	±4	3.8	±0.1
GS 5 to 8	98	±1	4	6	17	48	25	±2	3.8	±0.1
GS 9 to 12	99	±1	2	5	16	51	25	±2	3.9	±0.1
GS/GM 13 to 15	99	±1	2	4	12	53	29	±3	4.0	±0.1
SES	98	±2	0	3	4	39	54	±5	4.4	±0.1
Blue Collar Total	99	±1	2	5	18	52	22	±2	3.9	±0.1
WG 1 to 5	98	±2	4	9	22	43	23	±6	3.7	±0.2
WG 6 to 9	99	±1	3	4	21	47	24	±4	3.8	±0.1
WG 10 to 15	99	±1	2	6	19	55	19	±3	3.8	±0.1
WS/WL 1 to 19	99	±1	1	3	12	60	24	±5	4.0	±0.1
NSPS Pay Plans	99	±1	2	5	14	53	27	±3	4.0	±0.1
Demo/APS Pay Plans	99	±1	2	4	17	54	23	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	2	5	14	53	27	±3	4.0	±0.1
All Others	99	±1	3	5	16	51	25	±1	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	2	5	17	53	23	±2	3.9	±0.1
Administrative	99	±1	2	5	14	50	28	±2	4.0	±0.1
Technical	98	±1	3	5	17	50	25	±2	3.9	±0.1
Clerical	97	±1	4	6	17	47	26	±3	3.9	±0.1
Other White Collar	99	±1	5	6	17	44	27	±4	3.8	±0.1
Blue Collar	99	±1	2	5	18	53	22	±2	3.9	±0.1
Scientists	98	±2	2	7	16	52	23	±4	3.9	±0.1
Engineers	99	±1	2	6	18	54	20	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	2	4	13	54	28	±3	4.0	±0.1
Manager	99	±1	1	4	10	49	35	±4	4.1	±0.1
Wage Leader	98	±2	3	5	12	57	23	±6	3.9	±0.2
Wage Supervisor	99	±2	1	2	14	59	24	±6	4.0	±0.1
Team Leader	99	±1	2	5	13	51	29	±3	4.0	±0.1
Non-Supervisor	99	±1	3	6	18	50	23	±1	3.8	±0.1
EDUCATION										
No College	98	±1	3	4	17	50	26	±3	3.9	±0.1
Some College	99	±1	3	6	16	51	25	±2	3.9	±0.1
4-Year Degree	99	±1	2	5	17	53	22	±2	3.9	±0.1
Graduate/Professional Degree	99	±1	3	6	14	49	28	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49 a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
h. The mission/purpose of my Service makes me feel my job is important.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	3	5	16	51	25	±1	3.9	±0.1
Other Than Full-Time	96	±3	3	8	20	44	25	±6	3.8	±0.1
CONUS	99	±1	3	5	16	51	25	±1	3.9	±0.1
OCONUS	99	±1	3	5	15	51	26	±4	3.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	2	5	15	52	26	±2	3.9	±0.1
In Bargaining Unit	99	±1	3	6	17	50	24	±2	3.9	±0.1
DISABILITY										
No Disability	99	±1	2	5	16	52	24	±1	3.9	±0.1
Disability	98	±1	3	6	16	47	27	±2	3.9	±0.1
Targeted Disability	99	±1	3	7	15	47	29	±4	3.9	±0.1
Other Disability	98	±1	4	6	16	47	27	±3	3.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	3	6	17	51	24	±2	3.9	±0.1
Veteran	99	±1	2	5	15	51	26	±2	3.9	±0.1
10 Point, 30%	98	±1	3	5	14	48	30	±3	4.0	±0.1
10 Point, Not 30%	99	±1	2	4	14	46	33	±4	4.1	±0.1
5 Point	99	±1	2	5	16	53	24	±2	3.9	±0.1
No Preference	99	±1	1	6	14	51	28	±4	4.0	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	2	5	16	51	25	±1	3.9	±0.1
Non-Permanent	98	±2	4	7	19	44	27	±4	3.8	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	3	5	16	52	24	±2	3.9	±0.1
FERS	99	±1	2	5	16	51	25	±1	3.9	±0.1
Other Plan	98	±2	4	6	20	45	25	±4	3.8	±0.1
Not Eligible	99	±1	2	6	16	51	25	±2	3.9	±0.1
Optional Eligible	99	±1	3	5	16	51	25	±2	3.9	±0.1
Discontinued Service	99	±1	3	6	16	51	24	±3	3.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	2	5	22	47	24	±3	3.8	±0.1
30 to 39 Years Old	99	±1	3	6	15	51	24	±3	3.9	±0.1
40 to 49 Years Old	99	±1	2	5	16	51	25	±2	3.9	±0.1
50 to 59 Years Old	99	±1	3	6	16	51	24	±2	3.9	±0.1
60 Years Old or More	99	±1	3	4	15	52	27	±3	4.0	±0.1
6 Months to 4 Years of Service	98	±1	3	6	18	50	23	±3	3.9	±0.1
5 to 10 Years of Service	99	±1	3	5	17	48	27	±3	3.9	±0.1
11 to 20 Years of Service	99	±1	3	6	16	52	23	±2	3.9	±0.1
21 to 30 Years of Service	99	±1	2	5	16	52	25	±2	3.9	±0.1
More Than 30 Years of Service	98	±1	2	5	15	51	27	±2	4.0	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	2	5	16	52	24	±1	3.9	±0.1
Female	98	±1	3	5	16	50	26	±2	3.9	±0.1
Non-Hispanic White	99	±1	2	6	16	51	24	±1	3.9	±0.1
Total Minority	98	±1	3	5	16	50	26	±2	3.9	±0.1
Non-Hispanic Black	98	±1	4	5	15	50	26	±2	3.9	±0.1
Hispanic	99	±1	3	5	15	48	29	±3	3.9	±0.1
Non-Hispanic Asian	98	±1	2	4	18	52	23	±4	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?

i. My coworkers are committed to doing quality work.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	3	8	19	50	19	±1	3.8	±0.1
Army	99	±1	3	8	19	50	20	±2	3.8	±0.1
Navy	99	±1	3	7	19	52	19	±2	3.8	±0.1
Marine Corps	99	±1	3	7	20	50	20	±5	3.8	±0.1
Air Force	99	±1	3	8	19	51	20	±2	3.8	±0.1
DoD Agencies/Field Activities	98	±1	4	8	22	49	18	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	3	7	19	51	20	±1	3.8	±0.1
GS 1 to 4	97	±2	5	10	23	42	20	±4	3.6	±0.1
GS 5 to 8	98	±1	4	8	22	46	19	±2	3.7	±0.1
GS 9 to 12	99	±1	2	8	19	52	19	±2	3.8	±0.1
GS/GM 13 to 15	99	±1	1	5	14	58	22	±3	3.9	±0.1
SES	98	±2	0	2	4	47	47	±5	4.4	±0.1
Blue Collar Total	99	±1	4	10	23	46	16	±2	3.6	±0.1
WG 1 to 5	98	±2	7	15	26	39	14	±6	3.4	±0.2
WG 6 to 9	99	±1	5	11	27	42	16	±4	3.5	±0.1
WG 10 to 15	99	±1	4	10	24	49	14	±3	3.6	±0.1
WS/WL 1 to 19	100	±1	3	8	18	51	21	±5	3.8	±0.1
NSPS Pay Plans	98	±1	1	6	17	54	22	±3	3.9	±0.1
Demo/APS Pay Plans	99	±1	1	5	17	55	22	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	1	6	17	54	22	±3	3.9	±0.1
All Others	99	±1	3	8	20	50	19	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	2	7	18	54	19	±2	3.8	±0.1
Administrative	99	±1	2	7	17	53	21	±2	3.8	±0.1
Technical	98	±1	4	8	21	49	19	±2	3.7	±0.1
Clerical	98	±1	4	7	21	44	24	±3	3.8	±0.1
Other White Collar	99	±1	6	10	21	46	16	±4	3.6	±0.1
Blue Collar	99	±1	4	10	23	46	16	±2	3.6	±0.1
Scientists	98	±2	1	7	17	54	21	±4	3.9	±0.1
Engineers	99	±1	1	6	17	58	18	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	2	5	16	56	22	±3	3.9	±0.1
Manager	99	±1	2	7	14	51	27	±4	3.9	±0.1
Wage Leader	99	±1	4	10	22	49	16	±6	3.6	±0.2
Wage Supervisor	98	±2	2	6	15	54	23	±6	3.9	±0.1
Team Leader	99	±1	2	10	18	51	19	±3	3.7	±0.1
Non-Supervisor	99	±1	3	8	21	49	18	±1	3.7	±0.1
EDUCATION										
No College	98	±1	4	8	23	46	19	±3	3.7	±0.1
Some College	99	±1	3	9	21	49	19	±2	3.7	±0.1
4-Year Degree	99	±1	3	7	18	54	19	±2	3.8	±0.1
Graduate/Professional Degree	99	±1	2	6	16	53	23	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?

i. My coworkers are committed to doing quality work.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	3	8	19	51	19	±1	3.8	±0.1
Other Than Full-Time	96	±2	6	9	21	43	21	±6	3.6	±0.2
CONUS	99	±1	3	8	19	51	19	±1	3.8	±0.1
OCONUS	99	±1	3	9	20	47	20	±4	3.7	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	2	7	18	52	21	±2	3.8	±0.1
In Bargaining Unit	99	±1	4	9	21	49	18	±2	3.7	±0.1
DISABILITY										
No Disability	99	±1	3	8	19	51	19	±1	3.8	±0.1
Disability	99	±1	4	9	20	46	20	±2	3.7	±0.1
Targeted Disability	99	±1	3	10	19	46	22	±4	3.7	±0.1
Other Disability	98	±1	4	9	21	47	20	±3	3.7	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	3	8	20	50	19	±2	3.8	±0.1
Veteran	99	±1	3	8	19	50	20	±2	3.8	±0.1
10 Point, 30%	98	±1	3	8	18	49	22	±3	3.8	±0.1
10 Point, Not 30%	99	±1	2	8	17	49	24	±4	3.9	±0.1
5 Point	99	±1	3	8	20	50	18	±2	3.7	±0.1
No Preference	99	±1	3	6	18	54	19	±4	3.8	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	3	8	20	51	19	±1	3.8	±0.1
Non-Permanent	97	±2	4	11	19	42	24	±4	3.7	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	2	7	18	53	20	±2	3.8	±0.1
FERS	99	±1	3	8	20	50	19	±1	3.7	±0.1
Other Plan	97	±2	4	10	21	43	22	±4	3.7	±0.1
Not Eligible	99	±1	3	8	19	50	20	±2	3.8	±0.1
Optional Eligible	99	±1	3	7	19	51	19	±2	3.8	±0.1
Discontinued Service	99	±1	3	8	20	50	18	±3	3.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	4	8	22	45	21	±3	3.7	±0.1
30 to 39 Years Old	99	±1	3	11	20	48	18	±3	3.7	±0.1
40 to 49 Years Old	99	±1	3	7	19	51	19	±2	3.8	±0.1
50 to 59 Years Old	99	±1	3	7	19	51	20	±2	3.8	±0.1
60 Years Old or More	99	±1	2	6	19	52	21	±3	3.8	±0.1
6 Months to 4 Years of Service	98	±1	4	9	21	47	19	±3	3.7	±0.1
5 to 10 Years of Service	99	±1	4	9	21	46	20	±3	3.7	±0.1
11 to 20 Years of Service	99	±1	3	8	20	51	18	±2	3.7	±0.1
21 to 30 Years of Service	99	±1	3	7	19	52	20	±2	3.8	±0.1
More Than 30 Years of Service	99	±1	2	7	17	54	21	±2	3.8	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	3	8	19	51	19	±1	3.8	±0.1
Female	98	±1	3	8	20	48	20	±2	3.7	±0.1
Non-Hispanic White	99	±1	3	8	19	51	19	±1	3.8	±0.1
Total Minority	98	±1	3	7	21	49	20	±2	3.8	±0.1
Non-Hispanic Black	98	±1	3	7	19	50	21	±2	3.8	±0.1
Hispanic	99	±1	4	7	20	47	22	±3	3.8	±0.1
Non-Hispanic Asian	98	±1	4	6	23	50	17	±4	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
j. I have a best friend at work.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	7	19	31	29	13	±1	3.2	±0.1
Army	98	±1	7	20	32	28	13	±2	3.2	±0.1
Navy	98	±1	7	19	32	30	12	±2	3.2	±0.1
Marine Corps	98	±1	9	17	35	27	12	±5	3.2	±0.1
Air Force	98	±1	6	20	31	30	13	±2	3.2	±0.1
DoD Agencies/Field Activities	98	±1	7	19	29	30	14	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	7	20	31	29	13	±1	3.2	±0.1
GS 1 to 4	96	±2	9	22	31	23	15	±4	3.1	±0.1
GS 5 to 8	97	±1	9	18	30	29	15	±2	3.2	±0.1
GS 9 to 12	98	±1	6	20	31	30	13	±2	3.2	±0.1
GS/GM 13 to 15	99	±1	7	24	31	28	11	±3	3.1	±0.1
SES	97	±2	3	28	32	21	15	±5	3.2	±0.1
Blue Collar Total	98	±1	6	15	35	31	13	±2	3.3	±0.1
WG 1 to 5	96	±2	8	17	32	29	15	±6	3.3	±0.2
WG 6 to 9	98	±1	6	15	35	30	14	±4	3.3	±0.1
WG 10 to 15	98	±1	5	15	33	34	12	±3	3.3	±0.1
WS/WL 1 to 19	100	±1	7	16	39	26	12	±5	3.2	±0.1
NSPS Pay Plans	98	±1	6	22	29	30	13	±2	3.2	±0.1
Demo/APS Pay Plans	99	±1	5	23	31	30	11	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	6	22	29	30	13	±2	3.2	±0.1
All Others	98	±1	7	19	31	29	13	±1	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	5	22	31	30	12	±2	3.2	±0.1
Administrative	98	±1	7	21	31	28	13	±2	3.2	±0.1
Technical	97	±1	8	18	31	30	13	±2	3.2	±0.1
Clerical	97	±1	9	20	30	26	16	±3	3.2	±0.1
Other White Collar	98	±1	8	16	28	33	16	±4	3.3	±0.1
Blue Collar	98	±1	6	16	35	31	13	±2	3.3	±0.1
Scientists	98	±2	6	22	32	31	9	±4	3.2	±0.1
Engineers	99	±1	4	22	34	30	10	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	8	23	30	27	12	±3	3.1	±0.1
Manager	98	±1	7	23	32	26	12	±4	3.1	±0.1
Wage Leader	99	±2	6	14	34	33	12	±6	3.3	±0.2
Wage Supervisor	99	±2	6	17	33	31	13	±6	3.3	±0.2
Team Leader	98	±1	5	21	31	30	13	±3	3.2	±0.1
Non-Supervisor	98	±1	7	19	31	30	14	±1	3.3	±0.1
EDUCATION										
No College	97	±1	5	14	31	33	16	±3	3.4	±0.1
Some College	98	±1	7	18	32	30	13	±2	3.2	±0.1
4-Year Degree	98	±1	7	22	32	28	11	±2	3.2	±0.1
Graduate/Professional Degree	98	±1	6	24	30	28	12	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
j. I have a best friend at work.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	7	19	31	30	13	±1	3.2	±0.1
Other Than Full-Time	95	±3	8	20	32	24	16	±5	3.2	±0.2
CONUS	98	±1	7	19	31	30	13	±1	3.2	±0.1
OCONUS	98	±1	6	20	33	28	13	±3	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	7	21	31	28	12	±1	3.2	±0.1
In Bargaining Unit	98	±1	6	17	32	31	14	±2	3.3	±0.1
DISABILITY										
No Disability	98	±1	6	20	31	30	13	±1	3.2	±0.1
Disability	98	±1	8	18	32	29	13	±2	3.2	±0.1
Targeted Disability	98	±1	8	18	34	28	13	±4	3.2	±0.1
Other Disability	98	±1	9	18	31	29	13	±3	3.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	6	19	29	31	15	±1	3.3	±0.1
Veteran	98	±1	7	20	34	28	11	±2	3.2	±0.1
10 Point, 30%	98	±1	9	21	34	25	11	±3	3.1	±0.1
10 Point, Not 30%	98	±1	7	18	35	28	12	±4	3.2	±0.1
5 Point	98	±1	7	20	34	28	11	±2	3.2	±0.1
No Preference	98	±1	6	20	33	29	12	±4	3.2	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	7	19	31	30	13	±1	3.2	±0.1
Non-Permanent	96	±2	9	21	32	25	13	±4	3.1	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	6	18	30	33	13	±2	3.3	±0.1
FERS	98	±1	7	20	32	28	13	±1	3.2	±0.1
Other Plan	96	±2	7	19	35	25	15	±4	3.2	±0.1
Not Eligible	98	±1	7	21	31	28	13	±2	3.2	±0.1
Optional Eligible	98	±1	6	17	32	31	13	±2	3.3	±0.1
Discontinued Service	98	±1	6	19	30	31	15	±3	3.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	8	21	30	26	15	±3	3.2	±0.1
30 to 39 Years Old	99	±1	7	22	29	28	14	±3	3.2	±0.1
40 to 49 Years Old	98	±1	7	21	32	28	12	±2	3.2	±0.1
50 to 59 Years Old	98	±1	7	18	32	31	13	±2	3.3	±0.1
60 Years Old or More	97	±1	5	15	32	33	14	±3	3.4	±0.1
6 Months to 4 Years of Service	98	±1	7	22	31	26	14	±3	3.2	±0.1
5 to 10 Years of Service	98	±1	8	19	31	28	14	±3	3.2	±0.1
11 to 20 Years of Service	98	±1	7	20	30	30	13	±2	3.2	±0.1
21 to 30 Years of Service	98	±1	6	19	32	30	13	±2	3.2	±0.1
More Than 30 Years of Service	97	±1	6	17	32	32	13	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	6	19	34	29	11	±1	3.2	±0.1
Female	98	±1	7	19	26	30	17	±2	3.3	±0.1
Non-Hispanic White	98	±1	6	20	31	30	13	±1	3.2	±0.1
Total Minority	97	±1	8	18	31	29	14	±2	3.2	±0.1
Non-Hispanic Black	96	±1	10	21	30	26	12	±2	3.1	±0.1
Hispanic	98	±1	6	17	31	28	18	±3	3.3	±0.1
Non-Hispanic Asian	97	±1	4	11	33	40	12	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49 a through 49 t are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?

k. In the last six months, someone at work has talked to me about my progress.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	8	16	15	44	16	±1	3.5	±0.1
Army	98	±1	8	16	16	44	16	±2	3.4	±0.1
Navy	99	±1	8	17	15	46	14	±2	3.4	±0.1
Marine Corps	99	±1	10	16	16	43	14	±5	3.4	±0.1
Air Force	98	±1	8	15	15	44	18	±2	3.5	±0.1
DoD Agencies/Field Activities	98	±1	7	15	16	44	18	±3	3.5	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	8	16	15	44	17	±1	3.5	±0.1
GS 1 to 4	97	±2	8	13	18	40	21	±4	3.5	±0.1
GS 5 to 8	98	±1	8	16	15	43	19	±2	3.5	±0.1
GS 9 to 12	98	±1	7	16	14	46	16	±2	3.5	±0.1
GS/GM 13 to 15	98	±1	8	18	14	44	17	±3	3.4	±0.1
SES	97	±2	7	19	11	41	22	±5	3.5	±0.2
Blue Collar Total	99	±1	9	17	19	42	13	±2	3.3	±0.1
WG 1 to 5	98	±2	11	16	16	40	18	±6	3.4	±0.2
WG 6 to 9	99	±1	9	14	22	40	15	±4	3.4	±0.1
WG 10 to 15	98	±1	9	18	19	42	11	±3	3.3	±0.1
WS/WL 1 to 19	99	±1	9	17	19	44	12	±5	3.3	±0.1
NSPS Pay Plans	98	±1	4	11	12	51	22	±3	3.8	±0.1
Demo/APS Pay Plans	99	±1	5	13	13	52	17	±2	3.6	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	4	11	12	51	22	±3	3.8	±0.1
All Others	98	±1	8	16	15	44	16	±1	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	6	15	14	49	16	±2	3.5	±0.1
Administrative	98	±1	8	17	13	44	18	±2	3.5	±0.1
Technical	98	±1	8	16	17	42	16	±2	3.4	±0.1
Clerical	97	±1	8	13	14	43	21	±3	3.6	±0.1
Other White Collar	98	±1	9	13	12	47	19	±4	3.5	±0.1
Blue Collar	99	±1	9	16	19	42	13	±2	3.3	±0.1
Scientists	98	±2	7	15	13	48	16	±4	3.5	±0.1
Engineers	99	±1	6	16	15	51	13	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	8	17	16	44	16	±3	3.4	±0.1
Manager	98	±2	8	18	15	43	17	±4	3.4	±0.1
Wage Leader	99	±2	9	13	20	42	14	±7	3.4	±0.2
Wage Supervisor	98	±2	9	17	18	44	12	±6	3.3	±0.2
Team Leader	98	±1	7	16	13	45	19	±3	3.5	±0.1
Non-Supervisor	98	±1	8	16	15	45	16	±1	3.5	±0.1
EDUCATION										
No College	98	±1	7	15	18	43	17	±3	3.5	±0.1
Some College	98	±1	8	16	16	44	16	±2	3.4	±0.1
4-Year Degree	98	±1	7	15	15	46	16	±2	3.5	±0.1
Graduate/Professional Degree	98	±1	8	16	13	45	18	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
k. In the last six months, someone at work has talked to me about my progress.

	Percent Responding		Percentages					Max ME	Average Agreement	
			1	2	3	4	5			
SCHEDULE/LOCATION										
Full-Time	98	±1	8	16	15	45	16	±1	3.5	±0.1
Other Than Full-Time	96	±3	8	12	17	39	24	±5	3.6	±0.2
CONUS	98	±1	8	16	15	45	16	±1	3.5	±0.1
OCONUS	98	±1	8	17	18	40	16	±3	3.4	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	7	16	15	45	17	±2	3.5	±0.1
In Bargaining Unit	98	±1	8	16	16	44	16	±2	3.4	±0.1
DISABILITY										
No Disability	98	±1	7	16	15	45	17	±1	3.5	±0.1
Disability	98	±1	11	16	16	41	16	±2	3.3	±0.1
Targeted Disability	99	±1	11	18	16	39	18	±4	3.3	±0.1
Other Disability	98	±1	11	16	16	42	15	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	6	15	14	46	18	±2	3.5	±0.1
Veteran	98	±1	9	17	17	42	15	±2	3.4	±0.1
10 Point, 30%	98	±1	12	18	13	41	17	±3	3.3	±0.1
10 Point, Not 30%	99	±1	9	16	15	42	18	±4	3.4	±0.1
5 Point	98	±1	9	18	18	42	13	±2	3.3	±0.1
No Preference	99	±1	8	15	17	43	17	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	8	16	15	45	16	±1	3.5	±0.1
Non-Permanent	97	±2	8	13	17	38	24	±4	3.6	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	8	18	16	44	14	±2	3.4	±0.1
FERS	98	±1	8	15	15	45	17	±1	3.5	±0.1
Other Plan	97	±2	8	14	18	38	21	±4	3.5	±0.1
Not Eligible	98	±1	7	15	15	45	18	±2	3.5	±0.1
Optional Eligible	98	±1	8	16	16	44	15	±2	3.4	±0.1
Discontinued Service	98	±1	8	20	17	43	13	±3	3.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	4	9	13	48	26	±3	3.8	±0.1
30 to 39 Years Old	98	±1	7	14	14	45	20	±3	3.6	±0.1
40 to 49 Years Old	98	±1	7	15	14	46	17	±2	3.5	±0.1
50 to 59 Years Old	98	±1	9	18	17	43	13	±2	3.3	±0.1
60 Years Old or More	98	±1	10	19	18	41	12	±3	3.3	±0.1
6 Months to 4 Years of Service	98	±1	6	11	14	46	24	±3	3.7	±0.1
5 to 10 Years of Service	98	±1	8	13	15	44	20	±3	3.6	±0.1
11 to 20 Years of Service	99	±1	8	16	15	46	16	±2	3.5	±0.1
21 to 30 Years of Service	98	±1	8	18	15	44	15	±2	3.4	±0.1
More Than 30 Years of Service	98	±1	9	19	19	41	12	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	8	16	17	44	14	±1	3.4	±0.1
Female	98	±1	7	16	13	45	20	±2	3.6	±0.1
Non-Hispanic White	99	±1	7	16	16	45	16	±1	3.5	±0.1
Total Minority	98	±1	9	15	15	44	18	±2	3.5	±0.1
Non-Hispanic Black	97	±1	9	15	13	45	18	±2	3.5	±0.1
Hispanic	98	±1	9	15	16	42	19	±3	3.5	±0.1
Non-Hispanic Asian	97	±1	6	14	19	46	15	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?

I. This last year, I have had opportunities at work to learn and grow.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	7	11	19	45	19	±1	3.6	±0.1
Army	99	±1	6	11	18	45	20	±2	3.6	±0.1
Navy	99	±1	7	11	19	46	16	±2	3.5	±0.1
Marine Corps	99	±1	7	12	19	47	15	±5	3.5	±0.1
Air Force	99	±1	6	12	20	43	19	±2	3.6	±0.1
DoD Agencies/Field Activities	99	±1	7	10	19	45	20	±3	3.6	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	6	11	18	45	19	±1	3.6	±0.1
GS 1 to 4	96	±2	10	12	21	39	19	±4	3.4	±0.1
GS 5 to 8	98	±1	9	13	21	40	18	±2	3.5	±0.1
GS 9 to 12	99	±1	6	11	18	46	19	±2	3.6	±0.1
GS/GM 13 to 15	99	±1	4	9	15	50	21	±3	3.8	±0.1
SES	98	±2	1	6	10	49	33	±5	4.1	±0.1
Blue Collar Total	99	±1	9	13	22	41	15	±2	3.4	±0.1
WG 1 to 5	99	±2	11	15	17	36	20	±6	3.4	±0.2
WG 6 to 9	99	±1	11	13	24	37	15	±4	3.3	±0.1
WG 10 to 15	99	±1	9	14	23	41	14	±3	3.4	±0.1
WS/WL 1 to 19	100	±1	5	12	20	46	16	±5	3.6	±0.1
NSPS Pay Plans	99	±1	3	8	15	51	23	±3	3.8	±0.1
Demo/APS Pay Plans	99	±1	3	9	15	54	20	±2	3.8	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	3	8	15	51	23	±3	3.8	±0.1
All Others	99	±1	7	11	19	45	19	±1	3.6	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	4	9	15	53	20	±2	3.7	±0.1
Administrative	99	±1	6	10	17	46	21	±2	3.7	±0.1
Technical	98	±1	8	12	22	40	17	±2	3.5	±0.1
Clerical	98	±1	9	14	20	38	19	±3	3.4	±0.1
Other White Collar	99	±1	8	10	18	44	21	±4	3.6	±0.1
Blue Collar	99	±1	8	13	22	41	16	±2	3.4	±0.1
Scientists	98	±2	4	8	15	53	19	±4	3.8	±0.1
Engineers	99	±1	4	9	16	55	16	±3	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	6	10	18	46	21	±3	3.7	±0.1
Manager	99	±1	5	10	14	48	22	±4	3.7	±0.1
Wage Leader	99	±2	7	11	20	44	17	±7	3.5	±0.2
Wage Supervisor	99	±2	5	12	21	46	16	±6	3.6	±0.2
Team Leader	99	±1	5	10	16	47	21	±3	3.7	±0.1
Non-Supervisor	99	±1	7	12	20	44	18	±1	3.5	±0.1
EDUCATION										
No College	98	±1	7	13	23	40	17	±3	3.5	±0.1
Some College	99	±1	8	12	20	42	17	±2	3.5	±0.1
4-Year Degree	99	±1	5	10	16	50	19	±2	3.7	±0.1
Graduate/Professional Degree	99	±1	5	9	15	49	23	±2	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49 a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

49. To what extent do you agree or disagree with the following statements about your workplace?
I. This last year, I have had opportunities at work to learn and grow.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	7	11	19	45	18	±1	3.6	±0.1
Other Than Full-Time	96	±3	8	10	20	38	24	±6	3.6	±0.2
CONUS	99	±1	7	11	19	45	19	±1	3.6	±0.1
OCONUS	99	±1	7	11	20	43	20	±4	3.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	5	10	18	46	20	±2	3.7	±0.1
In Bargaining Unit	99	±1	8	12	20	43	17	±2	3.5	±0.1
DISABILITY										
No Disability	99	±1	6	11	18	46	19	±1	3.6	±0.1
Disability	99	±1	10	13	20	40	16	±2	3.4	±0.1
Targeted Disability	99	±1	10	15	21	37	17	±4	3.4	±0.1
Other Disability	98	±1	10	13	20	41	16	±3	3.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	6	11	18	46	20	±2	3.6	±0.1
Veteran	99	±1	8	12	20	43	17	±2	3.5	±0.1
10 Point, 30%	99	±1	9	11	20	41	19	±3	3.5	±0.1
10 Point, Not 30%	99	±1	7	11	19	40	23	±4	3.6	±0.1
5 Point	99	±1	8	13	21	43	15	±2	3.5	±0.1
No Preference	99	±1	5	11	18	45	21	±4	3.7	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	7	11	19	45	18	±1	3.6	±0.1
Non-Permanent	97	±2	8	10	17	40	26	±4	3.7	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	7	13	21	44	16	±2	3.5	±0.1
FERS	99	±1	7	11	18	46	20	±1	3.6	±0.1
Other Plan	97	±2	8	10	21	39	22	±4	3.6	±0.1
Not Eligible	99	±1	6	10	17	46	21	±2	3.7	±0.1
Optional Eligible	99	±1	7	12	20	44	17	±2	3.5	±0.1
Discontinued Service	99	±1	8	14	21	43	15	±3	3.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	4	6	14	47	29	±3	3.9	±0.1
30 to 39 Years Old	99	±1	6	9	17	46	22	±3	3.7	±0.1
40 to 49 Years Old	99	±1	6	11	17	46	19	±2	3.6	±0.1
50 to 59 Years Old	99	±1	8	13	21	43	15	±2	3.4	±0.1
60 Years Old or More	99	±1	8	13	24	42	14	±3	3.4	±0.1
6 Months to 4 Years of Service	98	±1	5	6	16	48	26	±3	3.8	±0.1
5 to 10 Years of Service	99	±1	6	10	16	45	22	±3	3.7	±0.1
11 to 20 Years of Service	99	±1	7	12	19	44	18	±2	3.5	±0.1
21 to 30 Years of Service	99	±1	7	12	19	45	17	±2	3.5	±0.1
More Than 30 Years of Service	99	±1	7	13	24	42	14	±2	3.4	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	7	11	20	45	17	±1	3.6	±0.1
Female	98	±1	7	12	17	44	21	±2	3.6	±0.1
Non-Hispanic White	99	±1	6	11	19	46	18	±1	3.6	±0.1
Total Minority	98	±1	8	11	19	42	19	±2	3.5	±0.1
Non-Hispanic Black	98	±1	9	11	18	44	19	±2	3.5	±0.1
Hispanic	99	±1	9	12	18	40	21	±3	3.5	±0.1
Non-Hispanic Asian	98	±1	6	10	22	45	17	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question. Items 49.a through 49.l are used by permission of the copyright holder, The Gallup Organization, 901 F Street N.W., Washington, D.C. 20004

50. Over the last 2 years, how much of a problem has employee turnover been for your organization?

1. Not a problem
2. Slight Problem
3. Somewhat of a problem
4. Serious problem

	Percent Responding		Percentages 1	2	3	4	Max ME	Severity of Problem	
OVERALL AND COMPONENT									
Total DoD	99	±1	31	31	23	15	±1	2.2	±0.1
Army	99	±1	32	30	23	15	±2	2.2	±0.1
Navy	99	±1	29	30	24	17	±2	2.3	±0.1
Marine Corps	99	±1	31	30	27	13	±5	2.2	±0.1
Air Force	99	±1	32	32	22	14	±2	2.2	±0.1
DoD Agencies/Field Activities	99	±1	31	32	22	15	±3	2.2	±0.1
PAY PLAN/GRADE									
White Collar Total	99	±1	29	31	24	17	±1	2.3	±0.1
GS 1 to 4	97	±2	38	29	19	14	±4	2.1	±0.1
GS 5 to 8	99	±1	34	29	21	16	±2	2.2	±0.1
GS 9 to 12	99	±1	29	30	25	16	±2	2.3	±0.1
GS/GM 13 to 15	99	±1	20	33	26	20	±3	2.5	±0.1
SES	99	±2	20	36	30	15	±5	2.4	±0.1
Blue Collar Total	99	±1	39	29	21	11	±2	2.0	±0.1
WG 1 to 5	99	±2	43	27	19	11	±6	2.0	±0.2
WG 6 to 9	99	±1	44	29	19	8	±4	1.9	±0.1
WG 10 to 15	99	±1	38	29	21	12	±3	2.1	±0.1
WS/WL 1 to 19	100	±1	31	32	22	14	±4	2.2	±0.1
NSPS Pay Plans	99	±1	26	32	25	18	±2	2.3	±0.1
Demo/APS Pay Plans	99	±1	33	34	22	11	±2	2.1	±0.1
NSPS STATUS									
Spiral 1.1	99	±1	26	32	25	18	±2	2.3	±0.1
All Others	99	±1	31	31	23	15	±1	2.2	±0.1
OCCUPATIONAL GROUPS									
Professional	99	±1	25	33	25	17	±2	2.3	±0.1
Administrative	99	±1	27	32	25	15	±2	2.3	±0.1
Technical	98	±1	35	29	21	14	±2	2.2	±0.1
Clerical	98	±1	39	28	20	13	±3	2.1	±0.1
Other White Collar	99	±1	22	27	19	32	±4	2.6	±0.1
Blue Collar	99	±1	39	29	21	12	±2	2.1	±0.1
Scientists	98	±2	23	30	27	19	±4	2.4	±0.1
Engineers	99	±1	28	33	25	15	±3	2.3	±0.1
SUPERVISOR/MANAGER									
Supervisor	99	±1	25	31	25	18	±3	2.4	±0.1
Manager	100	±1	20	33	25	23	±4	2.5	±0.1
Wage Leader	99	±1	32	35	20	13	±6	2.1	±0.2
Wage Supervisor	99	±2	31	32	21	15	±6	2.2	±0.2
Team Leader	99	±1	24	32	25	20	±3	2.4	±0.1
Non-Supervisor	99	±1	35	30	22	13	±1	2.1	±0.1
EDUCATION									
No College	98	±1	40	29	20	11	±3	2.0	±0.1
Some College	99	±1	33	30	22	15	±2	2.2	±0.1
4-Year Degree	99	±1	27	31	25	17	±2	2.3	±0.1
Graduate/Professional Degree	99	±1	26	33	24	17	±2	2.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

50. Over the last 2 years, how much of a problem has employee turnover been for your organization?

	Percent Responding		Percentages 1	2	3	4	Max ME	Severity of Problem	
SCHEDULE/LOCATION									
Full-Time	99	±1	31	31	23	15	±1	2.2	±0.1
Other Than Full-Time	97	±2	41	33	18	9	±6	1.9	±0.1
CONUS	99	±1	32	31	23	15	±1	2.2	±0.1
OCONUS	99	±1	26	33	24	17	±3	2.3	±0.1
BARGAINING UNIT									
Not in Bargaining Unit	99	±1	30	31	24	16	±2	2.3	±0.1
In Bargaining Unit	99	±1	33	31	22	14	±2	2.2	±0.1
DISABILITY									
No Disability	99	±1	31	31	23	15	±1	2.2	±0.1
Disability	99	±1	30	29	24	17	±2	2.3	±0.1
Targeted Disability	99	±1	31	28	24	17	±4	2.3	±0.1
Other Disability	99	±1	30	29	24	17	±3	2.3	±0.1
VETERAN/PREFERENCE									
Non-Veteran	99	±1	32	31	23	15	±1	2.2	±0.1
Veteran	99	±1	31	31	23	15	±2	2.2	±0.1
10 Point, 30%	99	±1	33	28	24	16	±3	2.2	±0.1
10 Point, Not 30%	99	±1	32	31	19	18	±4	2.2	±0.1
5 Point	99	±1	30	32	23	15	±2	2.2	±0.1
No Preference	100	±1	32	31	23	13	±4	2.2	±0.1
TYPE OF APPOINTMENT									
Permanent	99	±1	31	31	23	15	±1	2.2	±0.1
Non-Permanent	97	±2	42	30	18	9	±4	1.9	±0.1
RETIREMENT PLAN/ELIGIBILITY									
CSRS	99	±1	30	31	23	16	±2	2.3	±0.1
FERS	99	±1	31	31	23	15	±1	2.2	±0.1
Other Plan	98	±2	40	31	19	11	±4	2.0	±0.1
Not Eligible	99	±1	31	31	23	14	±2	2.2	±0.1
Optional Eligible	99	±1	31	31	22	15	±2	2.2	±0.1
Discontinued Service	99	±1	31	28	23	17	±3	2.3	±0.1
AGE & LENGTH OF SERVICE									
29 Years Old or Less	98	±1	39	29	20	12	±3	2.0	±0.1
30 to 39 Years Old	99	±1	33	31	22	15	±3	2.2	±0.1
40 to 49 Years Old	99	±1	30	32	23	15	±2	2.2	±0.1
50 to 59 Years Old	99	±1	30	30	24	16	±2	2.3	±0.1
60 Years Old or More	99	±1	32	31	23	13	±3	2.2	±0.1
6 Months to 4 Years of Service	98	±1	39	32	19	11	±3	2.0	±0.1
5 to 10 Years of Service	99	±1	33	30	22	15	±3	2.2	±0.1
11 to 20 Years of Service	99	±1	29	31	24	16	±2	2.3	±0.1
21 to 30 Years of Service	99	±1	30	30	24	16	±2	2.2	±0.1
More Than 30 Years of Service	99	±1	28	32	24	16	±2	2.3	±0.1
GENDER & RACE/ETHNICITY									
Male	99	±1	31	31	23	15	±1	2.2	±0.1
Female	99	±1	32	30	23	16	±2	2.2	±0.1
Non-Hispanic White	99	±1	30	31	23	15	±1	2.2	±0.1
Total Minority	98	±1	34	31	21	14	±2	2.2	±0.1
Non-Hispanic Black	98	±1	36	31	20	14	±2	2.1	±0.1
Hispanic	99	±1	33	31	22	15	±3	2.2	±0.1
Non-Hispanic Asian	98	±1	32	32	24	12	±4	2.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

51. Has your organization hired any new employees in the last 2 years?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
OVERALL AND COMPONENT					
Total DoD	99	±1	89	±1	
Army	99	±1	91	±1	
Navy	99	±1	85	±1	
Marine Corps	99	±2	91	±3	
Air Force	99	±1	89	±1	
DoD Agencies/Field Activities	99	±1	90	±2	
PAY PLAN/GRADE					
White Collar Total	99	±1	90	±1	
GS 1 to 4	98	±2	91	±3	
GS 5 to 8	99	±1	89	±1	
GS 9 to 12	99	±1	89	±1	
GS/GM 13 to 15	99	±1	91	±2	
SES	99	±2	99	±2	
Blue Collar Total	99	±1	87	±2	
WG 1 to 5	99	±1	90	±4	
WG 6 to 9	99	±1	83	±3	
WG 10 to 15	99	±1	87	±3	
WS/WL 1 to 19	100	±1	90	±3	
NSPS Pay Plans	99	±1	91	±2	
Demo/APS Pay Plans	99	±1	90	±2	
NSPS STATUS					
Spiral 1.1	99	±1	91	±2	
All Others	99	±1	89	±1	
OCCUPATIONAL GROUPS					
Professional	99	±1	91	±1	
Administrative	99	±1	89	±1	
Technical	99	±1	87	±2	
Clerical	98	±1	90	±2	
Other White Collar	99	±1	93	±3	
Blue Collar	99	±1	87	±2	
Scientists	99	±1	89	±3	
Engineers	99	±1	89	±2	
SUPERVISOR/MANAGER					
Supervisor	99	±1	91	±2	
Manager	99	±1	93	±2	
Wage Leader	99	±2	89	±4	
Wage Supervisor	98	±2	88	±4	
Team Leader	99	±1	89	±2	
Non-Supervisor	99	±1	88	±1	
EDUCATION					
No College	99	±1	86	±2	
Some College	99	±1	88	±1	
4-Year Degree	99	±1	90	±1	
Graduate/Professional Degree	99	±1	92	±1	

Note. Percent responding are Civilian employees who answered the question.

51. Has your organization hired any new employees in the last 2 years?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
SCHEDULE/LOCATION					
Full-Time	99	±1	89	±1	
Other Than Full-Time	97	±2	94	±3	
CONUS	99	±1	89	±1	
OCONUS	99	±1	92	±2	
BARGAINING UNIT					
Not in Bargaining Unit	99	±1	90	±1	
In Bargaining Unit	99	±1	88	±1	
DISABILITY					
No Disability	99	±1	89	±1	
Disability	99	±1	88	±2	
Targeted Disability	99	±1	85	±3	
Other Disability	99	±1	89	±2	
VETERAN/PREFERENCE					
Non-Veteran	99	±1	89	±1	
Veteran	99	±1	89	±1	
10 Point, 30%	99	±1	90	±2	
10 Point, Not 30%	99	±1	90	±2	
5 Point	99	±1	89	±1	
No Preference	99	±1	90	±3	
TYPE OF APPOINTMENT					
Permanent	99	±1	89	±1	
Non-Permanent	98	±2	94	±3	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	99	±1	86	±1	
FERS	99	±1	90	±1	
Other Plan	98	±2	91	±3	
Not Eligible	99	±1	90	±1	
Optional Eligible	99	±1	88	±1	
Discontinued Service	99	±1	88	±2	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	99	±1	95	±2	
30 to 39 Years Old	99	±1	91	±2	
40 to 49 Years Old	99	±1	90	±1	
50 to 59 Years Old	99	±1	87	±1	
60 Years Old or More	99	±1	86	±2	
6 Months to 4 Years of Service	99	±1	94	±2	
5 to 10 Years of Service	99	±1	91	±2	
11 to 20 Years of Service	99	±1	89	±1	
21 to 30 Years of Service	99	±1	87	±1	
More Than 30 Years of Service	99	±1	87	±2	
GENDER & RACE/ETHNICITY					
Male	99	±1	89	±1	
Female	99	±1	90	±1	
Non-Hispanic White	99	±1	89	±1	
Total Minority	99	±1	88	±1	
Non-Hispanic Black	98	±1	89	±2	
Hispanic	99	±1	87	±2	
Non-Hispanic Asian	98	±1	88	±3	

Note. Percent responding are Civilian employees who answered the question.

52. How would you rate the performance of employees hired in the last 2 years at your organization?

1. Much lower than average
2. Lower than average
3. Average
4. Higher than average
5. Much higher than average

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Performance	
OVERALL AND COMPONENT										
Total DoD	87	±1	2	10	53	29	5	±1	3.2	±0.1
Army	90	±1	2	11	52	29	6	±2	3.2	±0.1
Navy	83	±1	2	10	55	29	4	±2	3.2	±0.1
Marine Corps	89	±3	3	11	57	24	5	±5	3.2	±0.1
Air Force	88	±1	3	10	51	30	5	±2	3.3	±0.1
DoD Agencies/Field Activities	88	±2	2	10	55	28	5	±3	3.2	±0.1
PAY PLAN/GRADE										
White Collar Total	88	±1	2	9	53	31	5	±1	3.3	±0.1
GS 1 to 4	89	±3	3	10	58	25	5	±5	3.2	±0.1
GS 5 to 8	87	±1	3	11	57	25	5	±2	3.2	±0.1
GS 9 to 12	87	±1	2	10	53	30	5	±2	3.3	±0.1
GS/GM 13 to 15	90	±2	1	6	47	40	6	±3	3.4	±0.1
SES	97	±2	1	3	31	56	10	±5	3.7	±0.1
Blue Collar Total	86	±2	4	16	56	20	4	±2	3.0	±0.1
WG 1 to 5	89	±4	4	16	58	18	5	±6	3.0	±0.1
WG 6 to 9	82	±3	5	15	58	17	5	±4	3.0	±0.1
WG 10 to 15	86	±2	5	15	57	20	3	±4	3.0	±0.1
WS/WL 1 to 19	90	±3	3	17	53	24	4	±5	3.1	±0.1
NSPS Pay Plans	89	±2	2	7	53	34	4	±3	3.3	±0.1
Demo/APS Pay Plans	88	±2	1	5	46	42	6	±3	3.5	±0.1
NSPS STATUS										
Spiral 1.1	89	±2	2	7	53	34	4	±3	3.3	±0.1
All Others	87	±1	2	10	53	29	5	±1	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	89	±1	1	7	48	38	5	±2	3.4	±0.1
Administrative	88	±1	2	9	52	32	6	±2	3.3	±0.1
Technical	85	±2	2	12	55	26	5	±2	3.2	±0.1
Clerical	88	±2	2	8	57	27	6	±3	3.3	±0.1
Other White Collar	92	±2	5	12	55	23	5	±4	3.1	±0.1
Blue Collar	86	±2	4	16	56	20	4	±2	3.0	±0.1
Scientists	87	±3	1	5	46	42	6	±4	3.5	±0.1
Engineers	87	±2	1	6	48	40	5	±3	3.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	90	±2	1	8	50	35	6	±3	3.4	±0.1
Manager	91	±2	2	9	46	38	5	±4	3.4	±0.1
Wage Leader	88	±4	4	22	54	16	4	±7	2.9	±0.2
Wage Supervisor	86	±4	3	14	52	26	4	±6	3.1	±0.1
Team Leader	88	±2	3	11	50	31	5	±3	3.2	±0.1
Non-Supervisor	86	±1	2	10	55	28	5	±1	3.2	±0.1
EDUCATION										
No College	84	±2	3	13	58	21	4	±3	3.1	±0.1
Some College	86	±1	3	12	55	26	5	±2	3.2	±0.1
4-Year Degree	89	±1	1	9	51	34	5	±2	3.3	±0.1
Graduate/Professional Degree	90	±1	1	7	46	39	7	±2	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question and reported that their organization has hired new employees in the last 2 years (Q51).

52. How would you rate the performance of employees hired in the last 2 years at your organization?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Performance	
SCHEDULE/LOCATION										
Full-Time	87	±1	2	10	53	29	5	±1	3.2	±0.1
Other Than Full-Time	90	±3	2	9	55	29	5	±6	3.3	±0.1
CONUS	87	±1	2	10	53	29	5	±1	3.2	±0.1
OCONUS	90	±2	3	11	53	29	4	±4	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	89	±1	2	9	52	32	5	±2	3.3	±0.1
In Bargaining Unit	86	±1	3	12	54	26	5	±2	3.2	±0.1
DISABILITY										
No Disability	88	±1	2	10	53	30	5	±1	3.2	±0.1
Disability	86	±2	3	12	51	27	6	±2	3.2	±0.1
Targeted Disability	84	±3	3	14	50	25	7	±4	3.2	±0.1
Other Disability	87	±2	3	11	52	28	5	±3	3.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	87	±1	2	9	54	30	5	±2	3.3	±0.1
Veteran	88	±1	2	12	52	28	5	±2	3.2	±0.1
10 Point, 30%	89	±2	3	11	49	28	9	±3	3.3	±0.1
10 Point, Not 30%	88	±2	2	10	52	29	6	±4	3.3	±0.1
5 Point	87	±1	3	12	53	28	4	±2	3.2	±0.1
No Preference	89	±2	2	13	50	31	5	±4	3.2	±0.1
TYPE OF APPOINTMENT										
Permanent	87	±1	2	10	53	29	5	±1	3.2	±0.1
Non-Permanent	90	±3	2	10	54	27	7	±5	3.3	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	85	±1	2	10	52	31	5	±2	3.3	±0.1
FERS	88	±1	2	10	53	29	5	±2	3.2	±0.1
Other Plan	87	±3	2	12	51	31	5	±4	3.3	±0.1
Not Eligible	88	±1	2	10	52	30	5	±2	3.3	±0.1
Optional Eligible	86	±1	3	11	54	28	5	±2	3.2	±0.1
Discontinued Service	87	±2	2	11	53	29	4	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	92	±2	2	8	52	32	6	±3	3.3	±0.1
30 to 39 Years Old	89	±2	3	10	54	28	5	±3	3.2	±0.1
40 to 49 Years Old	88	±1	2	11	54	28	4	±2	3.2	±0.1
50 to 59 Years Old	86	±1	2	11	52	30	5	±2	3.2	±0.1
60 Years Old or More	83	±2	1	9	52	31	6	±3	3.3	±0.1
6 Months to 4 Years of Service	92	±2	2	7	54	32	6	±3	3.3	±0.1
5 to 10 Years of Service	90	±2	3	11	52	28	6	±3	3.2	±0.1
11 to 20 Years of Service	88	±1	2	11	55	27	4	±2	3.2	±0.1
21 to 30 Years of Service	85	±1	2	11	52	29	5	±2	3.2	±0.1
More Than 30 Years of Service	85	±2	2	10	50	33	5	±3	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	87	±1	3	11	51	30	5	±2	3.2	±0.1
Female	88	±1	2	10	56	28	5	±2	3.2	±0.1
Non-Hispanic White	88	±1	2	11	52	30	5	±2	3.2	±0.1
Total Minority	86	±1	2	10	55	27	5	±2	3.2	±0.1
Non-Hispanic Black	86	±2	2	9	57	26	6	±2	3.3	±0.1
Hispanic	85	±2	4	11	53	28	4	±4	3.2	±0.1
Non-Hispanic Asian	84	±3	2	9	53	30	6	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question and reported that their organization has hired new employees in the last 2 years (Q51).

53. In the last 2 years, have you personally hired anyone to work for you?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
OVERALL AND COMPONENT					
Total DoD	17	±1	50	±2	
Army	17	±2	53	±4	
Navy	16	±2	45	±4	
Marine Corps	19	±4	59	±10	
Air Force	21	±2	51	±4	
DoD Agencies/Field Activities	15	±2	53	±8	
PAY PLAN/GRADE					
White Collar Total	18	±1	51	±3	
GS 1 to 4	6	±2	2	±6	
GS 5 to 8	8	±1	20	±5	
GS 9 to 12	17	±2	47	±4	
GS/GM 13 to 15	40	±3	65	±5	
SES	87	±4	87	±4	
Blue Collar Total	14	±2	38	±5	
WG 1 to 5	6	±3	NR		
WG 6 to 9	5	±2	4	±9	
WG 10 to 15	5	±2	10	±11	
WS/WL 1 to 19	49	±5	53	±6	
NSPS Pay Plans	21	±2	62	±5	
Demo/APS Pay Plans	17	±2	63	±5	
NSPS STATUS					
Spiral 1.1	21	±2	62	±5	
All Others	17	±1	50	±3	
OCCUPATIONAL GROUPS					
Professional	18	±2	59	±4	
Administrative	26	±2	58	±4	
Technical	11	±2	34	±6	
Clerical	6	±2	18	±9	
Other White Collar	17	±3	20	±9	
Blue Collar	14	±2	38	±5	
Scientists	19	±3	64	±9	
Engineers	18	±2	63	±6	
SUPERVISOR/MANAGER					
Supervisor	45	±2	48	±3	
Manager	92	±2	58	±4	
Wage Leader	NA		NA		
Wage Supervisor	86	±4	40	±6	
Team Leader	NA		NA		
Non-Supervisor	NA		NA		
EDUCATION					
No College	11	±2	35	±8	
Some College	15	±1	43	±3	
4-Year Degree	20	±2	55	±5	
Graduate/Professional Degree	24	±2	62	±4	

Note. Percent responding are Civilian employees who answered the question, indicated they are a supervisor, manager, or wage supervisor, and reported that their organization has hired new employees in the last 2 years (Q24, Q51).
NR: Not reportable NA: Not applicable

53. In the last 2 years, have you personally hired anyone to work for you?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
SCHEDULE/LOCATION					
Full-Time	18	±1	51	±2	
Other Than Full-Time	6	±3	NR		
CONUS	17	±1	50	±3	
OCONUS	21	±3	52	±8	
BARGAINING UNIT					
Not in Bargaining Unit	26	±1	57	±3	
In Bargaining Unit	7	±1	20	±4	
DISABILITY					
No Disability	18	±1	52	±3	
Disability	16	±2	41	±5	
Targeted Disability	15	±3	39	±9	
Other Disability	17	±2	42	±6	
VETERAN/PREFERENCE					
Non-Veteran	15	±1	52	±3	
Veteran	20	±1	48	±3	
10 Point, 30%	20	±3	41	±7	
10 Point, Not 30%	21	±3	46	±9	
5 Point	19	±2	50	±4	
No Preference	23	±4	50	±8	
TYPE OF APPOINTMENT					
Permanent	18	±1	51	±2	
Non-Permanent	9	±3	12	±9	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	22	±2	57	±3	
FERS	16	±1	47	±3	
Other Plan	11	±3	36	±11	
Not Eligible	16	±1	51	±4	
Optional Eligible	18	±1	49	±3	
Discontinued Service	18	±2	54	±6	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	8	±2	10	±11	
30 to 39 Years Old	13	±2	37	±8	
40 to 49 Years Old	19	±2	52	±4	
50 to 59 Years Old	20	±1	55	±3	
60 Years Old or More	17	±2	53	±5	
6 Months to 4 Years of Service	8	±2	19	±9	
5 to 10 Years of Service	11	±2	35	±8	
11 to 20 Years of Service	16	±2	46	±5	
21 to 30 Years of Service	21	±1	55	±3	
More Than 30 Years of Service	26	±2	59	±4	
GENDER & RACE/ETHNICITY					
Male	20	±1	50	±3	
Female	13	±1	51	±4	
Non-Hispanic White	18	±1	54	±3	
Total Minority	16	±1	38	±4	
Non-Hispanic Black	18	±2	37	±6	
Hispanic	15	±3	36	±7	
Non-Hispanic Asian	14	±2	38	±8	

Note. Percent responding are Civilian employees who answered the question, indicated they are a supervisor, manager, or wage supervisor, and reported that their organization has hired new employees in the last 2 years (Q24, Q51).
NR: Not reportable

54. How would you rate the quality of the applicants for this position?

1. Much worse than usual
2. Worse than usual
3. About the same as usual
4. Better than usual
5. Much better than usual

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Applicant Quality of Applicants	
OVERALL AND COMPONENT										
Total DoD	9	±1	1	9	42	37	11	±3	3.5	±0.1
Army	9	±1	1	10	40	38	12	±5	3.5	±0.1
Navy	7	±1	1	9	39	40	11	±5	3.5	±0.1
Marine Corps	11	±3	1	10	41	34	14	±13	3.5	±0.2
Air Force	10	±1	1	8	45	33	13	±5	3.5	±0.1
DoD Agencies/Field Activities	8	±2	1	9	43	36	10	±12	3.5	±0.2
PAY PLAN/GRADE										
White Collar Total	9	±1	1	10	43	36	11	±4	3.5	±0.1
GS 1 to 4	0	±1	NR	NR	NR	NR	NR		NR	
GS 5 to 8	2	±1	1	9	56	27	8	±11	3.3	±0.2
GS 9 to 12	8	±1	1	10	44	36	10	±6	3.4	±0.1
GS/GM 13 to 15	26	±3	1	10	42	36	12	±6	3.5	±0.1
SES	76	±4	0	8	32	46	14	±5	3.6	±0.1
Blue Collar Total	5	±1	1	8	46	36	9	±8	3.4	±0.2
WG 1 to 5	NA		NA	NA	NA	NA	NA			
WG 6 to 9	0	±1	NR	NR	NR	NR	NR		NR	
WG 10 to 15	1	±1	NR	NR	NR	NR	NR		NR	
WS/WL 1 to 19	26	±4	1	9	47	36	8	±8	3.4	±0.2
NSPS Pay Plans	13	±2	1	13	40	35	12	±7	3.4	±0.2
Demo/APS Pay Plans	11	±2	1	7	27	47	19	±7	3.8	±0.2
NSPS STATUS										
Spiral 1.1	13	±2	1	13	40	35	12	±7	3.4	±0.2
All Others	9	±1	1	9	42	37	11	±3	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	11	±1	1	10	40	36	13	±5	3.5	±0.1
Administrative	15	±2	1	9	41	37	11	±5	3.5	±0.1
Technical	4	±1	0	11	46	36	7	±10	3.4	±0.2
Clerical	1	±1	1	4	NR	NR	NR	±7	NR	
Other White Collar	3	±2	NR	5	NR	NR	5	±9	3.4	±0.3
Blue Collar	5	±1	1	8	45	35	11	±8	3.5	±0.2
Scientists	12	±3	NR	9	32	37	21	±11	3.7	±0.3
Engineers	11	±2	0	9	38	42	11	±7	3.5	±0.2
SUPERVISOR/MANAGER										
Supervisor	21	±2	1	10	42	35	12	±4	3.5	±0.1
Manager	54	±4	1	8	42	38	11	±5	3.5	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	34	±5	1	9	42	40	8	±9	3.5	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	4	±1	2	8	45	36	9	±17	3.4	±0.2
Some College	7	±1	1	8	43	36	12	±5	3.5	±0.1
4-Year Degree	11	±2	1	11	43	37	9	±6	3.4	±0.1
Graduate/Professional Degree	15	±2	1	9	38	37	15	±5	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question, indicated they are a supervisor, manager, or wage supervisor, reported that their organization has hired new employees in the last 2 years, and reported that they have personally hired someone to work for them during this timeframe (Q24, Q51, Q53).

NR: Not reportable

NA: Not applicable

54. How would you rate the quality of the applicants for this position?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Applicant Quality of Applicants	
SCHEDULE/LOCATION										
Full-Time	9	±1	1	9	42	37	11	±3	3.5	±0.1
Other Than Full-Time	1	±2	NR	NR	NR	NR	NR		NR	
CONUS	9	±1	1	9	41	37	12	±3	3.5	±0.1
OCONUS	11	±2	2	7	48	35	9	±11	3.4	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	15	±1	1	9	42	37	12	±3	3.5	±0.1
In Bargaining Unit	2	±1	1	12	39	37	11	±10	3.4	±0.2
DISABILITY										
No Disability	9	±1	1	9	42	36	12	±4	3.5	±0.1
Disability	7	±1	0	8	42	39	11	±8	3.5	±0.1
Targeted Disability	6	±2	0	6	39	46	9	±14	3.6	±0.2
Other Disability	7	±2	0	9	44	36	12	±9	3.5	±0.2
VETERAN/PREFERENCE										
Non-Veteran	8	±1	1	9	44	35	11	±5	3.4	±0.1
Veteran	10	±1	1	9	39	39	12	±4	3.5	±0.1
10 Point, 30%	8	±2	0	7	38	40	15	±11	3.6	±0.2
10 Point, Not 30%	9	±3	1	9	51	29	11	±13	3.4	±0.2
5 Point	10	±1	1	9	38	39	13	±5	3.5	±0.1
No Preference	12	±3	1	11	36	41	12	±10	3.5	±0.2
TYPE OF APPOINTMENT										
Permanent	9	±1	1	9	42	37	12	±3	3.5	±0.1
Non-Permanent	1	±1	NR	NR	NR	NR	6	±12	NR	
RETIREMENT PLAN/ELIGIBILITY										
CSRS	13	±1	1	10	40	36	13	±4	3.5	±0.1
FERS	7	±1	1	9	43	37	10	±5	3.5	±0.1
Other Plan	4	±2	NR	9	37	31	22	±17	3.7	±0.3
Not Eligible	8	±1	1	10	42	36	11	±5	3.5	±0.1
Optional Eligible	9	±1	1	8	43	36	12	±5	3.5	±0.1
Discontinued Service	10	±2	1	10	39	40	10	±10	3.5	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	1	±1	NR	NR	NR	NR	NR		NR	
30 to 39 Years Old	5	±2	1	9	51	34	6	±12	3.3	±0.2
40 to 49 Years Old	10	±1	1	11	42	36	10	±6	3.4	±0.1
50 to 59 Years Old	11	±1	1	8	41	38	12	±4	3.5	±0.1
60 Years Old or More	9	±2	1	9	35	34	21	±8	3.6	±0.2
6 Months to 4 Years of Service	1	±1	NR	7	NR	NR	7	±10	3.4	±0.3
5 to 10 Years of Service	4	±1	2	11	34	44	9	±13	3.5	±0.3
11 to 20 Years of Service	8	±1	1	8	46	35	10	±7	3.4	±0.1
21 to 30 Years of Service	11	±1	1	10	42	35	12	±5	3.5	±0.1
More Than 30 Years of Service	15	±2	0	8	39	40	13	±6	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	10	±1	1	9	40	39	12	±4	3.5	±0.1
Female	7	±1	1	10	47	31	11	±6	3.4	±0.1
Non-Hispanic White	10	±1	1	9	42	36	11	±4	3.5	±0.1
Total Minority	6	±1	0	8	40	39	13	±6	3.6	±0.1
Non-Hispanic Black	7	±2	0	8	45	32	15	±9	3.5	±0.2
Hispanic	5	±2	1	4	30	53	11	±10	3.7	±0.2
Non-Hispanic Asian	5	±2	1	8	32	46	12	±12	3.6	±0.2

Note. Percent responding are Civilian employees who answered the question, indicated they are a supervisor, manager, or wage supervisor, reported that their organization has hired new employees in the last 2 years, and reported that they have personally hired someone to work for them during this timeframe (Q24, Q51, Q53).
NR: Not reportable

55. I have the flexibility to use...

a. Recruitment incentives.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	22	29	32	13	3	±2	2.5	±0.1
Army	18	±2	22	30	31	14	2	±4	2.4	±0.1
Navy	18	±2	23	29	33	13	2	±4	2.4	±0.1
Marine Corps	20	±4	30	34	25	10	2	±10	2.2	±0.2
Air Force	22	±2	20	28	35	13	4	±4	2.5	±0.1
DoD Agencies/Field Activities	16	±2	25	32	28	10	5	±8	2.4	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	23	29	32	13	3	±3	2.4	±0.1
GS 1 to 4	7	±2	13	22	52	10	3	±15	2.7	±0.3
GS 5 to 8	9	±1	21	25	37	13	3	±5	2.5	±0.2
GS 9 to 12	18	±2	23	30	35	10	2	±4	2.4	±0.1
GS/GM 13 to 15	43	±3	24	31	26	15	4	±4	2.4	±0.1
SES	88	±4	6	17	24	34	20	±5	3.5	±0.2
Blue Collar Total	15	±2	23	31	34	10	3	±5	2.4	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	6	24	57	10	2	±16	2.8	±0.3
WG 10 to 15	6	±2	16	21	46	13	4	±13	2.7	±0.3
WS/WL 1 to 19	53	±5	28	33	26	10	2	±6	2.3	±0.2
NSPS Pay Plans	22	±2	21	32	29	15	4	±5	2.5	±0.2
Demo/APS Pay Plans	18	±2	12	25	35	23	5	±5	2.8	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	21	32	29	15	4	±5	2.5	±0.2
All Others	19	±1	22	29	32	13	3	±2	2.5	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	22	28	28	17	4	±4	2.5	±0.1
Administrative	28	±2	22	30	31	13	3	±4	2.4	±0.1
Technical	13	±2	19	28	38	11	4	±5	2.5	±0.2
Clerical	6	±2	21	24	43	8	5	±10	2.5	±0.2
Other White Collar	18	±3	28	29	30	10	3	±9	2.3	±0.2
Blue Collar	15	±2	23	30	34	11	2	±5	2.4	±0.1
Scientists	22	±3	17	27	35	16	5	±8	2.6	±0.2
Engineers	19	±2	17	25	30	24	4	±6	2.7	±0.2
SUPERVISOR/MANAGER										
Supervisor	49	±2	22	29	34	12	3	±3	2.4	±0.1
Manager	99	±1	22	29	29	16	4	±4	2.5	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	96	±3	23	30	32	12	3	±6	2.4	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	12	±2	16	29	37	15	5	±8	2.6	±0.2
Some College	17	±1	23	29	35	11	2	±3	2.4	±0.1
4-Year Degree	22	±2	22	30	29	15	4	±4	2.5	±0.1
Graduate/Professional Degree	26	±2	23	29	29	15	4	±4	2.5	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

55. I have the flexibility to use...

a. Recruitment incentives.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	22	29	32	13	3	±2	2.5	±0.1
Other Than Full-Time	7	±3	NR	NR	NR	2	NR	±6	NR	
CONUS	18	±1	22	29	32	13	3	±2	2.5	±0.1
OCONUS	23	±3	27	30	29	11	3	±7	2.3	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	28	±1	24	31	29	13	3	±3	2.4	±0.1
In Bargaining Unit	8	±1	17	24	44	13	3	±4	2.6	±0.1
DISABILITY										
No Disability	19	±1	21	30	32	14	3	±2	2.5	±0.1
Disability	18	±2	27	27	32	11	3	±5	2.4	±0.2
Targeted Disability	17	±3	23	24	32	14	8	±8	2.6	±0.2
Other Disability	18	±2	28	28	32	10	2	±6	2.3	±0.2
VETERAN/PREFERENCE										
Non-Veteran	17	±1	22	29	32	15	3	±3	2.5	±0.1
Veteran	22	±1	22	30	33	12	3	±3	2.4	±0.1
10 Point, 30%	22	±3	26	29	30	10	6	±8	2.4	±0.2
10 Point, Not 30%	23	±4	22	23	40	14	2	±9	2.5	±0.2
5 Point	21	±2	22	32	31	12	3	±4	2.4	±0.1
No Preference	25	±4	18	28	38	14	2	±8	2.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	22	29	32	13	3	±2	2.5	±0.1
Non-Permanent	10	±3	NR	26	29	16	7	±14	2.6	±0.5
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	23	32	28	14	3	±3	2.4	±0.1
FERS	17	±1	23	28	34	13	3	±3	2.5	±0.1
Other Plan	11	±3	10	30	40	15	5	±13	2.8	±0.2
Not Eligible	17	±1	21	29	33	14	3	±3	2.5	±0.1
Optional Eligible	20	±1	22	30	32	13	3	±3	2.4	±0.1
Discontinued Service	20	±2	26	28	30	14	3	±6	2.4	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	24	18	41	10	6	±16	2.6	±0.4
30 to 39 Years Old	14	±2	17	26	40	14	4	±8	2.6	±0.2
40 to 49 Years Old	20	±2	22	28	33	14	2	±4	2.5	±0.1
50 to 59 Years Old	22	±1	23	32	29	13	3	±3	2.4	±0.1
60 Years Old or More	19	±2	24	28	31	13	4	±5	2.4	±0.2
6 Months to 4 Years of Service	8	±2	21	22	38	15	4	±12	2.6	±0.3
5 to 10 Years of Service	12	±2	23	30	33	10	4	±7	2.4	±0.2
11 to 20 Years of Service	18	±2	20	27	37	14	3	±5	2.5	±0.1
21 to 30 Years of Service	23	±2	23	30	30	13	3	±3	2.4	±0.1
More Than 30 Years of Service	28	±2	23	32	29	12	4	±4	2.4	±0.1
GENDER & RACE/ETHNICITY										
Male	22	±1	21	29	33	13	3	±3	2.5	±0.1
Female	14	±1	24	30	30	13	3	±4	2.4	±0.1
Non-Hispanic White	19	±1	23	30	31	13	3	±3	2.4	±0.1
Total Minority	18	±2	20	27	36	14	3	±4	2.5	±0.1
Non-Hispanic Black	19	±2	19	29	36	14	2	±6	2.5	±0.2
Hispanic	17	±3	19	25	40	12	5	±8	2.6	±0.2
Non-Hispanic Asian	16	±3	14	25	41	17	3	±8	2.7	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

55. I have the flexibility to use...
b. Relocation incentives.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	22	30	33	12	2	±2	2.4	±0.1
Army	18	±2	23	29	33	14	2	±4	2.4	±0.1
Navy	18	±2	23	32	34	9	2	±4	2.4	±0.1
Marine Corps	20	±4	30	36	25	8	1	±10	2.1	±0.2
Air Force	22	±2	20	29	36	11	3	±4	2.5	±0.1
DoD Agencies/Field Activities	16	±2	24	36	29	10	2	±8	2.3	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	23	30	33	12	2	±3	2.4	±0.1
GS 1 to 4	7	±2	15	26	49	8	1	±16	2.5	±0.3
GS 5 to 8	9	±1	22	27	39	9	3	±5	2.5	±0.1
GS 9 to 12	18	±2	23	31	35	9	2	±4	2.3	±0.1
GS/GM 13 to 15	43	±3	23	31	28	15	3	±4	2.4	±0.1
SES	89	±3	5	15	25	37	19	±5	3.5	±0.1
Blue Collar Total	15	±2	24	31	36	8	1	±5	2.3	±0.1
WG 1 to 5	7	±3	NR	NR	NR	5	NR	±12	NR	
WG 6 to 9	6	±2	6	19	59	14	2	±15	2.9	±0.3
WG 10 to 15	6	±2	17	25	48	9	1	±12	2.5	±0.3
WS/WL 1 to 19	53	±5	30	34	29	7	1	±6	2.1	±0.2
NSPS Pay Plans	22	±2	21	31	31	13	3	±5	2.5	±0.2
Demo/APS Pay Plans	18	±2	12	29	36	21	3	±5	2.7	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	21	31	31	13	3	±5	2.5	±0.2
All Others	19	±1	22	30	33	12	2	±2	2.4	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	22	32	28	15	2	±4	2.4	±0.1
Administrative	28	±2	22	30	33	13	3	±4	2.4	±0.1
Technical	13	±2	19	31	39	8	3	±5	2.4	±0.1
Clerical	6	±2	22	26	41	8	3	±10	2.4	±0.2
Other White Collar	18	±3	29	32	31	6	2	±10	2.2	±0.2
Blue Collar	15	±2	23	30	37	8	1	±5	2.3	±0.1
Scientists	22	±3	17	21	34	23	5	±8	2.8	±0.2
Engineers	19	±2	17	29	30	21	3	±5	2.6	±0.2
SUPERVISOR/MANAGER										
Supervisor	49	±2	22	31	34	11	2	±3	2.4	±0.1
Manager	98	±1	22	29	31	15	2	±4	2.5	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	96	±3	25	31	35	8	1	±6	2.3	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	12	±2	17	29	40	11	2	±8	2.5	±0.2
Some College	17	±1	23	30	36	9	2	±3	2.4	±0.1
4-Year Degree	22	±2	22	32	31	13	2	±5	2.4	±0.1
Graduate/Professional Degree	26	±2	23	29	30	15	3	±4	2.5	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

55. I have the flexibility to use...
b. Relocation incentives.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	22	31	33	12	2	±2	2.4	±0.1
Other Than Full-Time	7	±3	10	23	NR	NR	2	±18	NR	
CONUS	18	±1	22	31	34	12	2	±2	2.4	±0.1
OCONUS	23	±3	27	27	32	13	2	±7	2.4	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	28	±1	23	31	31	12	2	±3	2.4	±0.1
In Bargaining Unit	8	±1	19	26	43	10	2	±4	2.5	±0.1
DISABILITY										
No Disability	19	±1	21	31	34	12	2	±2	2.4	±0.1
Disability	18	±2	27	28	33	10	2	±5	2.3	±0.1
Targeted Disability	17	±3	23	28	31	15	4	±8	2.5	±0.2
Other Disability	19	±2	29	28	33	9	1	±6	2.3	±0.2
VETERAN/PREFERENCE										
Non-Veteran	17	±1	22	30	33	14	2	±3	2.5	±0.1
Veteran	22	±1	23	31	34	10	2	±3	2.4	±0.1
10 Point, 30%	22	±3	27	29	30	10	5	±8	2.4	±0.2
10 Point, Not 30%	23	±4	23	23	42	10	2	±9	2.5	±0.2
5 Point	21	±2	22	35	31	9	1	±4	2.3	±0.1
No Preference	25	±4	19	25	43	12	2	±8	2.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	22	30	33	12	2	±2	2.4	±0.1
Non-Permanent	10	±3	NR	27	35	11	3	±15	2.4	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	23	31	30	14	2	±3	2.4	±0.1
FERS	17	±1	22	30	35	11	2	±3	2.4	±0.1
Other Plan	12	±3	13	29	42	14	2	±12	2.6	±0.2
Not Eligible	17	±1	21	30	34	12	2	±3	2.4	±0.1
Optional Eligible	20	±1	23	30	34	11	2	±3	2.4	±0.1
Discontinued Service	20	±2	26	31	28	13	2	±6	2.3	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	24	19	42	12	4	±16	2.5	±0.4
30 to 39 Years Old	14	±2	17	28	40	12	3	±8	2.5	±0.2
40 to 49 Years Old	20	±2	22	29	35	12	2	±4	2.4	±0.1
50 to 59 Years Old	22	±1	24	33	29	12	2	±3	2.4	±0.1
60 Years Old or More	19	±2	22	29	35	12	2	±5	2.4	±0.1
6 Months to 4 Years of Service	8	±2	20	24	38	16	2	±12	2.5	±0.3
5 to 10 Years of Service	12	±2	22	29	34	13	3	±7	2.4	±0.2
11 to 20 Years of Service	18	±2	19	30	37	10	3	±5	2.5	±0.1
21 to 30 Years of Service	23	±2	24	31	31	12	2	±3	2.4	±0.1
More Than 30 Years of Service	28	±2	23	32	32	12	2	±4	2.4	±0.1
GENDER & RACE/ETHNICITY										
Male	22	±1	22	30	34	12	2	±3	2.4	±0.1
Female	14	±1	24	31	31	12	3	±4	2.4	±0.1
Non-Hispanic White	19	±1	23	31	32	12	2	±3	2.4	±0.1
Total Minority	18	±2	21	29	37	12	2	±4	2.5	±0.1
Non-Hispanic Black	19	±2	21	30	36	12	2	±6	2.4	±0.2
Hispanic	17	±3	19	28	39	11	2	±8	2.5	±0.2
Non-Hispanic Asian	16	±3	15	27	42	15	1	±8	2.6	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

55. I have the flexibility to use...

c. Retention incentives.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	23	30	34	9	3	±2	2.4	±0.1
Army	18	±2	24	31	34	10	2	±4	2.4	±0.1
Navy	18	±2	24	31	36	8	2	±4	2.3	±0.1
Marine Corps	20	±4	30	35	27	6	1	±10	2.1	±0.2
Air Force	22	±2	21	29	37	9	3	±4	2.4	±0.1
DoD Agencies/Field Activities	15	±2	27	32	27	11	4	±8	2.3	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	24	31	33	9	3	±3	2.3	±0.1
GS 1 to 4	7	±2	16	21	55	7	1	±15	2.6	±0.3
GS 5 to 8	9	±1	21	26	38	11	3	±5	2.5	±0.2
GS 9 to 12	18	±2	24	31	36	7	2	±4	2.3	±0.1
GS/GM 13 to 15	43	±3	26	33	28	10	3	±4	2.3	±0.1
SES	87	±4	7	21	29	26	16	±5	3.2	±0.2
Blue Collar Total	15	±2	23	30	37	8	2	±5	2.4	±0.1
WG 1 to 5	7	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	8	18	59	12	2	±16	2.8	±0.3
WG 10 to 15	6	±2	14	23	50	8	4	±12	2.6	±0.3
WS/WL 1 to 19	52	±5	29	33	29	8	1	±6	2.2	±0.2
NSPS Pay Plans	22	±2	22	34	31	9	3	±5	2.4	±0.1
Demo/APS Pay Plans	18	±2	13	28	41	14	3	±5	2.6	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	22	34	31	9	3	±5	2.4	±0.1
All Others	19	±1	23	30	34	9	3	±2	2.4	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	25	32	29	11	3	±4	2.4	±0.1
Administrative	28	±2	24	30	35	9	2	±4	2.4	±0.1
Technical	12	±2	19	31	38	8	4	±5	2.5	±0.2
Clerical	6	±2	21	24	45	6	4	±10	2.5	±0.2
Other White Collar	17	±3	30	32	29	7	2	±10	2.2	±0.2
Blue Collar	15	±2	23	29	37	8	2	±5	2.4	±0.1
Scientists	21	±3	18	24	42	11	4	±9	2.6	±0.2
Engineers	19	±2	21	32	32	13	3	±6	2.5	±0.2
SUPERVISOR/MANAGER										
Supervisor	48	±2	23	31	35	9	2	±3	2.4	±0.1
Manager	98	±1	24	30	32	10	3	±4	2.4	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	96	±3	23	30	35	10	2	±6	2.4	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	12	±2	17	27	42	11	4	±8	2.6	±0.2
Some College	17	±1	24	29	37	8	2	±3	2.4	±0.1
4-Year Degree	22	±2	24	33	30	10	3	±4	2.4	±0.1
Graduate/Professional Degree	26	±2	25	31	32	10	3	±4	2.4	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

55. I have the flexibility to use...
c. Retention incentives.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	23	31	34	9	3	±2	2.4	±0.1
Other Than Full-Time	7	±3	NR	23	NR	10	2	±18	NR	
CONUS	18	±1	23	31	34	9	3	±2	2.4	±0.1
OCONUS	23	±3	28	28	34	8	2	±8	2.3	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	25	32	32	9	3	±3	2.3	±0.1
In Bargaining Unit	8	±1	18	25	44	10	2	±4	2.5	±0.1
DISABILITY										
No Disability	19	±1	23	31	34	9	3	±2	2.4	±0.1
Disability	18	±2	27	26	34	10	3	±5	2.3	±0.2
Targeted Disability	17	±3	23	26	33	12	6	±8	2.5	±0.2
Other Disability	18	±2	29	27	34	9	1	±6	2.3	±0.2
VETERAN/PREFERENCE										
Non-Veteran	16	±1	23	31	34	10	2	±3	2.4	±0.1
Veteran	22	±1	24	30	35	8	3	±3	2.4	±0.1
10 Point, 30%	22	±3	27	27	35	6	5	±8	2.4	±0.2
10 Point, Not 30%	23	±4	22	22	43	11	2	±9	2.5	±0.2
5 Point	21	±2	23	35	31	8	3	±4	2.3	±0.1
No Preference	25	±4	21	25	42	9	2	±8	2.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	23	31	34	9	3	±2	2.4	±0.1
Non-Permanent	9	±3	NR	29	31	11	5	±15	2.4	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	24	33	31	9	2	±3	2.3	±0.1
FERS	17	±1	23	29	36	9	3	±3	2.4	±0.1
Other Plan	11	±3	13	32	42	11	2	±12	2.6	±0.2
Not Eligible	17	±1	23	30	34	9	3	±3	2.4	±0.1
Optional Eligible	20	±1	23	30	36	9	2	±3	2.4	±0.1
Discontinued Service	20	±2	27	33	30	9	2	±6	2.3	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	27	16	41	8	8	±16	2.6	±0.4
30 to 39 Years Old	14	±2	19	30	36	12	3	±8	2.5	±0.2
40 to 49 Years Old	20	±2	23	29	37	8	2	±4	2.4	±0.1
50 to 59 Years Old	22	±1	24	33	31	9	3	±3	2.3	±0.1
60 Years Old or More	19	±2	25	31	32	9	3	±5	2.4	±0.1
6 Months to 4 Years of Service	8	±2	20	24	37	15	4	±12	2.6	±0.3
5 to 10 Years of Service	11	±2	27	26	36	8	3	±8	2.4	±0.2
11 to 20 Years of Service	18	±2	20	30	38	10	2	±5	2.4	±0.1
21 to 30 Years of Service	22	±2	25	32	33	9	2	±3	2.3	±0.1
More Than 30 Years of Service	28	±2	24	33	31	9	3	±4	2.3	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	23	30	35	9	3	±3	2.4	±0.1
Female	14	±1	25	32	32	9	2	±4	2.3	±0.1
Non-Hispanic White	19	±1	24	31	33	9	3	±3	2.3	±0.1
Total Minority	18	±2	21	29	37	11	2	±4	2.4	±0.1
Non-Hispanic Black	19	±2	21	30	37	10	2	±6	2.4	±0.2
Hispanic	17	±3	19	29	36	14	3	±10	2.5	±0.2
Non-Hispanic Asian	16	±3	14	28	43	12	3	±8	2.6	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

55. I have the flexibility to use...

d. Student loan repayments.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	25	30	37	7	2	±2	2.3	±0.1
Army	18	±2	25	30	37	7	1	±4	2.3	±0.1
Navy	18	±2	25	30	37	6	2	±4	2.3	±0.1
Marine Corps	20	±4	31	38	28	3	0	±9	2.0	±0.2
Air Force	22	±2	22	30	39	7	2	±4	2.4	±0.1
DoD Agencies/Field Activities	16	±2	27	30	34	7	1	±8	2.3	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	26	31	36	6	1	±3	2.3	±0.1
GS 1 to 4	7	±2	16	19	56	4	4	±15	2.6	±0.3
GS 5 to 8	9	±1	23	27	38	9	3	±5	2.4	±0.2
GS 9 to 12	18	±2	25	30	39	4	1	±4	2.3	±0.1
GS/GM 13 to 15	43	±3	27	34	32	7	1	±5	2.2	±0.1
SES	88	±4	10	20	37	20	13	±5	3.1	±0.2
Blue Collar Total	15	±2	23	27	39	8	3	±5	2.4	±0.1
WG 1 to 5	7	±3	1	NR	NR	NR	NR	±6	NR	
WG 6 to 9	6	±2	5	15	67	4	NR	±15	2.9	±0.3
WG 10 to 15	6	±2	10	22	50	10	7	±12	2.8	±0.3
WS/WL 1 to 19	53	±5	30	30	30	8	1	±6	2.2	±0.2
NSPS Pay Plans	22	±2	23	35	33	6	3	±5	2.3	±0.1
Demo/APS Pay Plans	18	±2	16	28	43	11	3	±5	2.6	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	23	35	33	6	3	±5	2.3	±0.1
All Others	19	±1	25	30	37	7	2	±2	2.3	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	25	33	33	8	2	±4	2.3	±0.1
Administrative	28	±2	26	30	37	6	1	±4	2.3	±0.1
Technical	12	±2	20	29	41	7	3	±5	2.4	±0.2
Clerical	6	±2	23	23	47	4	3	±10	2.4	±0.2
Other White Collar	18	±3	31	31	30	5	2	±9	2.2	±0.2
Blue Collar	15	±2	23	27	39	8	3	±5	2.4	±0.1
Scientists	22	±3	25	26	37	8	3	±8	2.4	±0.2
Engineers	19	±2	20	32	35	11	2	±5	2.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	49	±2	24	30	37	7	2	±3	2.3	±0.1
Manager	98	±1	25	31	37	5	2	±4	2.3	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	97	±3	24	27	36	11	2	±6	2.4	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	12	±2	17	27	44	10	2	±8	2.5	±0.2
Some College	17	±1	24	28	40	5	2	±3	2.3	±0.1
4-Year Degree	22	±2	26	31	35	7	1	±5	2.3	±0.1
Graduate/Professional Degree	26	±2	26	33	32	7	2	±4	2.3	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

55. I have the flexibility to use...
d. Student loan repayments.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	25	30	37	7	2	±2	2.3	±0.1
Other Than Full-Time	7	±3	NR	26	NR	NR	0	±18	NR	
CONUS	18	±1	24	30	37	7	2	±2	2.3	±0.1
OCONUS	23	±3	31	30	34	4	1	±8	2.2	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	26	32	34	6	2	±3	2.3	±0.1
In Bargaining Unit	8	±1	19	23	47	8	3	±4	2.5	±0.1
DISABILITY										
No Disability	19	±1	24	31	37	7	2	±3	2.3	±0.1
Disability	18	±2	29	26	37	6	2	±5	2.3	±0.1
Targeted Disability	17	±3	25	26	36	8	6	±8	2.4	±0.2
Other Disability	19	±2	31	26	37	5	1	±6	2.2	±0.2
VETERAN/PREFERENCE										
Non-Veteran	17	±1	24	31	36	7	2	±3	2.3	±0.1
Veteran	22	±1	25	30	38	6	2	±3	2.3	±0.1
10 Point, 30%	22	±3	30	27	35	5	3	±8	2.2	±0.2
10 Point, Not 30%	23	±4	27	22	45	5	1	±8	2.3	±0.2
5 Point	21	±2	24	32	36	7	2	±4	2.3	±0.1
No Preference	25	±4	20	28	44	5	3	±8	2.4	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	25	30	37	7	2	±2	2.3	±0.1
Non-Permanent	10	±3	NR	27	35	10	4	±15	2.4	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	24	33	33	7	2	±3	2.3	±0.1
FERS	17	±1	25	29	39	6	2	±3	2.3	±0.1
Other Plan	12	±3	14	28	46	7	5	±12	2.6	±0.3
Not Eligible	17	±1	24	29	39	7	2	±4	2.3	±0.1
Optional Eligible	20	±1	25	30	36	6	2	±3	2.3	±0.1
Discontinued Service	20	±2	26	33	30	9	2	±6	2.3	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	25	19	44	4	9	±16	2.5	±0.4
30 to 39 Years Old	14	±2	23	27	40	8	2	±8	2.4	±0.2
40 to 49 Years Old	20	±2	24	29	39	7	1	±4	2.3	±0.1
50 to 59 Years Old	22	±1	25	33	33	7	2	±3	2.3	±0.1
60 Years Old or More	19	±2	27	29	38	4	1	±5	2.2	±0.1
6 Months to 4 Years of Service	8	±2	21	24	42	10	4	±12	2.5	±0.3
5 to 10 Years of Service	12	±2	26	26	39	5	5	±8	2.4	±0.2
11 to 20 Years of Service	18	±2	24	28	39	7	1	±5	2.3	±0.1
21 to 30 Years of Service	22	±2	25	31	36	7	1	±3	2.3	±0.1
More Than 30 Years of Service	28	±2	24	32	35	6	2	±4	2.3	±0.1
GENDER & RACE/ETHNICITY										
Male	22	±1	24	29	38	7	2	±3	2.4	±0.1
Female	14	±1	27	33	33	6	1	±4	2.2	±0.1
Non-Hispanic White	19	±1	25	30	36	6	2	±3	2.3	±0.1
Total Minority	18	±2	22	29	39	9	2	±4	2.4	±0.1
Non-Hispanic Black	19	±2	23	32	37	7	1	±5	2.3	±0.1
Hispanic	17	±3	19	26	42	10	3	±8	2.5	±0.2
Non-Hispanic Asian	16	±3	17	25	45	13	1	±8	2.6	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

55. I have the flexibility to use...

e. Pay-setting flexibilities.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	24	30	35	9	2	±2	2.3	±0.1
Army	18	±2	25	30	34	10	2	±4	2.3	±0.1
Navy	18	±2	24	29	34	11	2	±4	2.4	±0.1
Marine Corps	20	±4	29	34	25	11	1	±10	2.2	±0.2
Air Force	22	±2	23	29	38	8	3	±4	2.4	±0.1
DoD Agencies/Field Activities	16	±2	27	33	30	8	2	±8	2.2	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	26	31	34	8	2	±3	2.3	±0.1
GS 1 to 4	7	±2	16	19	54	8	2	±16	2.6	±0.3
GS 5 to 8	9	±1	23	27	38	9	3	±5	2.4	±0.1
GS 9 to 12	18	±2	26	30	37	5	2	±4	2.3	±0.1
GS/GM 13 to 15	43	±3	27	34	29	8	2	±5	2.2	±0.1
SES	88	±3	8	23	28	27	14	±5	3.1	±0.2
Blue Collar Total	15	±2	25	28	39	7	1	±5	2.3	±0.1
WG 1 to 5	7	±3	1	NR	NR	NR	NR	±6	NR	
WG 6 to 9	6	±2	9	9	69	12	1	±14	2.9	±0.3
WG 10 to 15	6	±2	14	22	51	9	4	±12	2.7	±0.3
WS/WL 1 to 19	53	±5	32	31	30	6	1	±6	2.1	±0.2
NSPS Pay Plans	22	±2	20	27	32	18	2	±5	2.6	±0.2
Demo/APS Pay Plans	18	±2	10	20	36	30	5	±5	3.0	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	20	27	32	18	2	±5	2.6	±0.2
All Others	19	±1	24	30	35	9	2	±2	2.3	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	24	31	30	13	2	±4	2.4	±0.1
Administrative	28	±2	25	30	34	9	2	±4	2.3	±0.1
Technical	12	±2	19	30	41	7	3	±6	2.4	±0.1
Clerical	6	±2	23	21	43	8	5	±10	2.5	±0.3
Other White Collar	18	±3	31	33	28	7	1	±10	2.1	±0.2
Blue Collar	15	±2	25	27	39	7	1	±5	2.3	±0.1
Scientists	22	±3	20	26	35	18	1	±8	2.5	±0.2
Engineers	19	±2	19	29	31	17	4	±5	2.6	±0.2
SUPERVISOR/MANAGER										
Supervisor	49	±2	24	29	35	9	2	±3	2.4	±0.1
Manager	98	±1	25	31	32	10	2	±4	2.3	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	97	±3	26	28	37	8	1	±6	2.3	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	12	±2	17	28	42	10	3	±8	2.5	±0.2
Some College	17	±1	25	29	38	7	2	±3	2.3	±0.1
4-Year Degree	22	±2	24	32	32	9	2	±5	2.3	±0.1
Graduate/Professional Degree	26	±2	26	28	30	14	3	±4	2.4	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

55. I have the flexibility to use...

e. Pay-setting flexibilities.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	24	30	34	9	2	±2	2.3	±0.1
Other Than Full-Time	7	±3	NR	NR	NR	14	1	±16	NR	
CONUS	18	±1	24	30	35	10	2	±2	2.4	±0.1
OCONUS	23	±3	32	28	32	7	1	±8	2.2	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	28	±1	26	31	31	10	2	±3	2.3	±0.1
In Bargaining Unit	8	±1	19	24	47	8	2	±4	2.5	±0.1
DISABILITY										
No Disability	19	±1	24	30	34	10	2	±2	2.4	±0.1
Disability	18	±2	28	27	36	8	1	±5	2.3	±0.1
Targeted Disability	17	±3	26	26	35	11	2	±8	2.4	±0.2
Other Disability	18	±2	28	28	36	6	1	±6	2.2	±0.2
VETERAN/PREFERENCE										
Non-Veteran	17	±1	23	30	34	11	2	±3	2.4	±0.1
Veteran	22	±1	25	30	36	8	2	±3	2.3	±0.1
10 Point, 30%	22	±3	27	28	34	6	4	±8	2.3	±0.2
10 Point, Not 30%	23	±4	27	20	44	8	1	±9	2.4	±0.2
5 Point	21	±2	25	32	33	8	1	±4	2.3	±0.1
No Preference	25	±4	20	29	42	7	2	±8	2.4	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	24	30	35	9	2	±2	2.3	±0.1
Non-Permanent	10	±3	NR	26	32	16	2	±15	2.5	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	25	33	30	10	2	±3	2.3	±0.1
FERS	17	±1	25	28	37	9	2	±3	2.4	±0.1
Other Plan	11	±3	14	29	44	11	2	±12	2.6	±0.2
Not Eligible	17	±1	23	30	35	10	2	±3	2.4	±0.1
Optional Eligible	20	±1	25	29	35	9	2	±3	2.3	±0.1
Discontinued Service	20	±2	27	32	31	9	2	±6	2.3	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	23	18	43	10	6	±16	2.6	±0.4
30 to 39 Years Old	14	±2	21	25	42	9	3	±8	2.5	±0.2
40 to 49 Years Old	20	±2	24	30	35	9	2	±4	2.4	±0.1
50 to 59 Years Old	22	±1	25	32	32	9	1	±3	2.3	±0.1
60 Years Old or More	19	±2	27	27	34	10	1	±5	2.3	±0.1
6 Months to 4 Years of Service	8	±2	20	23	41	13	3	±12	2.6	±0.3
5 to 10 Years of Service	12	±2	25	24	40	9	3	±7	2.4	±0.2
11 to 20 Years of Service	18	±2	22	28	37	10	2	±5	2.4	±0.1
21 to 30 Years of Service	22	±2	26	31	33	9	2	±3	2.3	±0.1
More Than 30 Years of Service	28	±2	25	32	32	10	2	±4	2.3	±0.1
GENDER & RACE/ETHNICITY										
Male	22	±1	24	29	36	9	2	±3	2.4	±0.1
Female	14	±1	26	31	32	9	3	±4	2.3	±0.1
Non-Hispanic White	19	±1	25	30	34	10	2	±3	2.3	±0.1
Total Minority	18	±2	22	29	38	9	2	±4	2.4	±0.1
Non-Hispanic Black	19	±2	22	31	36	9	2	±5	2.4	±0.1
Hispanic	17	±3	20	29	39	8	4	±8	2.5	±0.2
Non-Hispanic Asian	16	±3	16	25	47	11	2	±8	2.6	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

56. Indicate the extent to which you agree or disagree with the following statements.

a. I can influence my employee's pay to reflect performance.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	16	32	26	22	4	±2	2.7	±0.1
Army	18	±2	16	29	27	24	4	±4	2.7	±0.1
Navy	18	±2	18	32	23	22	5	±4	2.6	±0.1
Marine Corps	20	±4	25	32	16	22	5	±9	2.5	±0.3
Air Force	22	±2	14	34	27	22	3	±4	2.7	±0.1
DoD Agencies/Field Activities	16	±2	16	36	27	18	3	±8	2.6	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	16	34	26	21	3	±3	2.6	±0.1
GS 1 to 4	7	±2	13	20	43	NR	6	±16	2.8	±0.4
GS 5 to 8	9	±1	15	30	35	17	3	±5	2.6	±0.1
GS 9 to 12	18	±2	17	33	28	20	3	±4	2.6	±0.1
GS/GM 13 to 15	43	±3	15	39	21	22	4	±5	2.6	±0.1
SES	89	±3	3	24	13	43	16	±5	3.4	±0.1
Blue Collar Total	15	±2	21	30	32	15	2	±5	2.5	±0.1
WG 1 to 5	6	±3	NR	NR	NR	8	NR	±14	NR	
WG 6 to 9	6	±2	18	18	48	14	1	±17	2.6	±0.3
WG 10 to 15	6	±2	15	31	40	13	1	±12	2.5	±0.2
WS/WL 1 to 19	53	±5	23	31	26	17	2	±6	2.4	±0.2
NSPS Pay Plans	22	±2	9	24	22	38	7	±5	3.1	±0.2
Demo/APS Pay Plans	18	±2	5	13	18	51	14	±5	3.6	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	9	24	22	38	7	±5	3.1	±0.2
All Others	19	±1	16	32	26	22	4	±2	2.7	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	14	33	21	27	5	±4	2.7	±0.1
Administrative	28	±2	15	33	24	23	4	±4	2.7	±0.1
Technical	12	±2	14	33	33	16	3	±6	2.6	±0.2
Clerical	6	±2	15	23	38	19	5	±11	2.8	±0.3
Other White Collar	18	±3	15	29	31	22	2	±11	2.7	±0.2
Blue Collar	15	±2	20	29	32	16	2	±5	2.5	±0.1
Scientists	21	±3	12	23	18	43	5	±9	3.1	±0.2
Engineers	19	±2	12	30	21	30	6	±5	2.9	±0.2
SUPERVISOR/MANAGER										
Supervisor	49	±2	14	33	25	24	4	±3	2.7	±0.1
Manager	98	±2	17	33	26	21	4	±4	2.6	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	97	±3	21	27	34	16	2	±6	2.5	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	13	29	35	21	2	±8	2.7	±0.2
Some College	17	±1	18	30	29	20	3	±3	2.6	±0.1
4-Year Degree	22	±2	15	34	25	22	4	±5	2.7	±0.1
Graduate/Professional Degree	26	±2	13	34	20	27	6	±4	2.8	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

56. Indicate the extent to which you agree or disagree with the following statements.

a. I can influence my employee's pay to reflect performance.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	16	32	26	22	4	±2	2.7	±0.1
Other Than Full-Time	7	±3	3	NR	NR	NR	4	±9	NR	
CONUS	18	±1	15	32	27	22	4	±2	2.7	±0.1
OCONUS	22	±3	20	31	23	22	4	±7	2.6	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	28	±1	15	33	24	23	4	±3	2.7	±0.1
In Bargaining Unit	8	±1	17	27	35	19	3	±4	2.6	±0.1
DISABILITY										
No Disability	19	±1	16	33	25	22	4	±3	2.7	±0.1
Disability	18	±2	15	29	30	22	4	±5	2.7	±0.1
Targeted Disability	17	±3	16	30	27	22	5	±8	2.7	±0.2
Other Disability	19	±2	15	29	31	21	3	±6	2.7	±0.2
VETERAN/PREFERENCE										
Non-Veteran	16	±1	15	33	25	23	4	±3	2.7	±0.1
Veteran	22	±1	16	31	28	21	4	±3	2.6	±0.1
10 Point, 30%	22	±3	12	36	31	18	3	±8	2.7	±0.2
10 Point, Not 30%	23	±4	16	30	29	21	4	±9	2.7	±0.2
5 Point	21	±2	17	30	28	21	4	±4	2.6	±0.1
No Preference	25	±4	16	33	25	21	4	±8	2.6	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	16	32	26	22	4	±2	2.7	±0.1
Non-Permanent	9	±3	NR	NR	23	30	3	±15	2.8	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	16	32	24	25	4	±3	2.7	±0.1
FERS	17	±1	16	32	27	20	4	±3	2.6	±0.1
Other Plan	11	±3	13	28	26	30	4	±13	2.9	±0.3
Not Eligible	17	±1	16	33	27	21	4	±3	2.7	±0.1
Optional Eligible	20	±1	16	31	27	22	4	±3	2.7	±0.1
Discontinued Service	20	±2	15	36	22	24	3	±6	2.7	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	21	22	32	21	4	±17	2.6	±0.4
30 to 39 Years Old	14	±2	15	36	31	15	3	±8	2.5	±0.2
40 to 49 Years Old	20	±2	16	31	27	22	4	±4	2.7	±0.1
50 to 59 Years Old	22	±1	16	33	24	24	4	±3	2.7	±0.1
60 Years Old or More	19	±2	13	29	26	26	7	±5	2.9	±0.2
6 Months to 4 Years of Service	8	±2	16	28	32	21	2	±11	2.7	±0.3
5 to 10 Years of Service	11	±2	16	24	30	26	4	±8	2.8	±0.2
11 to 20 Years of Service	18	±2	14	35	27	21	3	±5	2.6	±0.1
21 to 30 Years of Service	23	±2	16	32	26	21	5	±3	2.6	±0.1
More Than 30 Years of Service	28	±2	16	32	24	25	4	±4	2.7	±0.1
GENDER & RACE/ETHNICITY										
Male	22	±1	15	31	27	23	4	±3	2.7	±0.1
Female	14	±1	18	34	25	19	4	±4	2.6	±0.1
Non-Hispanic White	19	±1	16	33	25	22	4	±3	2.6	±0.1
Total Minority	18	±2	14	29	31	23	4	±4	2.7	±0.1
Non-Hispanic Black	19	±2	14	29	31	21	4	±5	2.7	±0.2
Hispanic	17	±3	15	27	32	22	3	±9	2.7	±0.2
Non-Hispanic Asian	16	±3	9	28	30	31	3	±8	2.9	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

56. Indicate the extent to which you agree or disagree with the following statements.

b. I can meaningfully distinguish both small and large differences in performance of similar subordinate employees.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	3	11	24	51	11	±2	3.6	±0.1
Army	18	±2	3	10	23	52	11	±4	3.6	±0.1
Navy	18	±2	3	9	26	50	11	±4	3.6	±0.1
Marine Corps	20	±4	5	6	18	57	14	±9	3.7	±0.2
Air Force	22	±2	2	11	24	50	12	±4	3.6	±0.1
DoD Agencies/Field Activities	15	±2	2	14	23	53	8	±7	3.5	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	3	11	23	51	12	±3	3.6	±0.1
GS 1 to 4	6	±2	1	11	35	NR	8	±16	3.5	±0.3
GS 5 to 8	9	±1	5	8	33	42	12	±5	3.5	±0.1
GS 9 to 12	18	±2	3	11	24	51	11	±4	3.6	±0.1
GS/GM 13 to 15	43	±3	3	13	19	53	11	±4	3.6	±0.1
SES	88	±4	1	14	13	57	15	±5	3.7	±0.1
Blue Collar Total	15	±2	3	8	30	51	9	±5	3.6	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	7	5	46	41	1	±15	3.3	±0.3
WG 10 to 15	6	±2	3	6	34	45	13	±12	3.6	±0.3
WS/WL 1 to 19	53	±5	2	9	25	55	9	±6	3.6	±0.1
NSPS Pay Plans	22	±2	2	12	20	52	13	±5	3.6	±0.1
Demo/APS Pay Plans	18	±2	2	8	20	59	11	±5	3.7	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	2	12	20	52	13	±5	3.6	±0.1
All Others	19	±1	3	11	24	51	11	±2	3.6	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	3	14	21	52	10	±4	3.5	±0.1
Administrative	28	±2	3	10	22	53	13	±4	3.6	±0.1
Technical	12	±2	4	11	31	44	11	±5	3.5	±0.1
Clerical	6	±2	4	8	32	44	12	±11	3.5	±0.2
Other White Collar	18	±3	3	9	21	49	19	±10	3.7	±0.2
Blue Collar	15	±2	3	7	29	52	9	±5	3.6	±0.1
Scientists	22	±3	6	9	16	62	6	±8	3.5	±0.2
Engineers	19	±2	3	15	24	50	8	±5	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	48	±2	3	11	24	51	11	±3	3.6	±0.1
Manager	98	±1	3	11	22	52	12	±4	3.6	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	97	±3	3	7	30	52	9	±6	3.6	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	3	5	31	52	9	±7	3.6	±0.1
Some College	17	±1	3	9	26	49	12	±3	3.6	±0.1
4-Year Degree	22	±2	3	12	24	52	9	±5	3.5	±0.1
Graduate/Professional Degree	26	±2	3	13	18	54	13	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

56. Indicate the extent to which you agree or disagree with the following statements.

b. I can meaningfully distinguish both small and large differences in performance of similar subordinate employees.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	3	11	24	51	11	±2	3.6	±0.1
Other Than Full-Time	7	±3	NR	NR	23	NR	3	±17	3.5	±0.3
CONUS	18	±1	3	11	24	51	11	±2	3.5	±0.1
OCONUS	22	±3	1	9	20	54	16	±7	3.7	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	28	±1	3	11	22	52	12	±3	3.6	±0.1
In Bargaining Unit	8	±1	3	8	32	48	9	±4	3.5	±0.1
DISABILITY										
No Disability	19	±1	3	11	24	52	11	±3	3.6	±0.1
Disability	18	±2	2	9	25	50	13	±5	3.6	±0.1
Targeted Disability	17	±3	2	13	22	50	13	±8	3.6	±0.2
Other Disability	19	±2	2	8	26	51	13	±6	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	4	12	24	50	10	±3	3.5	±0.1
Veteran	22	±1	2	10	24	52	12	±3	3.6	±0.1
10 Point, 30%	23	±3	2	8	25	50	15	±8	3.7	±0.1
10 Point, Not 30%	23	±4	4	8	22	55	11	±8	3.6	±0.2
5 Point	21	±2	2	10	23	54	12	±4	3.6	±0.1
No Preference	25	±4	2	14	26	47	11	±9	3.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	3	11	24	51	11	±2	3.6	±0.1
Non-Permanent	9	±3	2	7	NR	NR	8	±12	3.6	±0.3
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	3	11	24	53	9	±3	3.5	±0.1
FERS	17	±1	3	10	24	51	12	±3	3.6	±0.1
Other Plan	12	±3	2	8	25	51	13	±12	3.7	±0.2
Not Eligible	17	±1	3	11	25	50	11	±4	3.6	±0.1
Optional Eligible	20	±1	3	10	24	53	11	±3	3.6	±0.1
Discontinued Service	20	±2	3	12	23	52	10	±6	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	4	NR	34	48	7	±13	3.5	±0.3
30 to 39 Years Old	14	±2	2	8	31	49	9	±8	3.5	±0.2
40 to 49 Years Old	20	±2	3	10	24	52	11	±4	3.6	±0.1
50 to 59 Years Old	22	±1	3	12	22	52	11	±3	3.6	±0.1
60 Years Old or More	19	±2	3	10	23	50	15	±5	3.6	±0.1
6 Months to 4 Years of Service	8	±2	3	7	36	47	6	±11	3.5	±0.2
5 to 10 Years of Service	11	±2	3	10	29	44	14	±7	3.6	±0.2
11 to 20 Years of Service	18	±2	4	10	26	50	10	±5	3.5	±0.1
21 to 30 Years of Service	22	±2	3	11	22	52	12	±3	3.6	±0.1
More Than 30 Years of Service	28	±2	2	11	20	55	12	±4	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	3	10	24	53	11	±3	3.6	±0.1
Female	14	±1	4	12	23	48	13	±4	3.5	±0.1
Non-Hispanic White	19	±1	3	12	23	51	11	±3	3.5	±0.1
Total Minority	18	±2	3	7	26	52	12	±4	3.6	±0.1
Non-Hispanic Black	19	±2	3	6	28	52	12	±6	3.6	±0.1
Hispanic	17	±3	3	6	24	52	14	±8	3.7	±0.2
Non-Hispanic Asian	16	±3	1	7	29	55	8	±8	3.6	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

56. Indicate the extent to which you agree or disagree with the following statements.

c. I am skillful in counseling employees on performance and conduct problems.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	1	5	25	55	14	±2	3.8	±0.1
Army	18	±2	1	5	24	56	14	±4	3.8	±0.1
Navy	18	±2	1	5	24	56	15	±4	3.8	±0.1
Marine Corps	20	±4	0	2	13	62	23	±9	4.0	±0.2
Air Force	22	±2	1	3	26	55	15	±3	3.8	±0.1
DoD Agencies/Field Activities	15	±2	1	6	28	54	11	±8	3.7	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	1	5	24	56	15	±3	3.8	±0.1
GS 1 to 4	6	±2	4	5	NR	40	4	±17	3.4	±0.3
GS 5 to 8	9	±1	2	5	29	49	15	±5	3.7	±0.1
GS 9 to 12	18	±2	1	4	25	56	14	±4	3.8	±0.1
GS/GM 13 to 15	43	±3	0	5	21	57	16	±5	3.8	±0.1
SES	89	±3	1	4	10	63	22	±5	4.0	±0.1
Blue Collar Total	15	±2	1	5	29	53	12	±5	3.7	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	3	6	58	27	6	±15	3.3	±0.3
WG 10 to 15	6	±2	1	7	40	40	12	±12	3.5	±0.2
WS/WL 1 to 19	53	±5	0	4	21	61	14	±6	3.8	±0.1
NSPS Pay Plans	22	±2	1	8	24	52	15	±5	3.7	±0.1
Demo/APS Pay Plans	18	±2	0	5	25	58	12	±5	3.8	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	1	8	24	52	15	±5	3.7	±0.1
All Others	19	±1	1	5	25	55	14	±2	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	1	6	29	53	11	±4	3.7	±0.1
Administrative	28	±2	0	4	20	60	16	±4	3.9	±0.1
Technical	12	±2	2	5	30	50	13	±5	3.7	±0.1
Clerical	6	±2	3	8	39	38	11	±11	3.5	±0.2
Other White Collar	18	±3	0	3	13	60	23	±9	4.0	±0.2
Blue Collar	15	±2	1	4	29	53	13	±5	3.7	±0.1
Scientists	22	±3	1	10	26	53	10	±8	3.6	±0.2
Engineers	19	±2	1	5	29	55	10	±5	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	49	±2	1	6	27	53	14	±3	3.7	±0.1
Manager	98	±2	0	3	21	59	16	±4	3.9	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	97	±3	1	4	29	55	12	±6	3.7	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	1	3	31	55	10	±7	3.7	±0.1
Some College	17	±1	1	5	25	54	15	±3	3.8	±0.1
4-Year Degree	22	±2	1	5	27	55	12	±5	3.7	±0.1
Graduate/Professional Degree	26	±2	0	4	20	59	16	±4	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

56. Indicate the extent to which you agree or disagree with the following statements.
c. I am skillful in counseling employees on performance and conduct problems.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	1	5	25	56	14	±2	3.8	±0.1
Other Than Full-Time	7	±3	NR	5	NR	NR	NR	±12	NR	
CONUS	18	±1	1	5	25	55	14	±2	3.8	±0.1
OCONUS	22	±3	0	2	25	57	16	±7	3.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	28	±1	1	4	23	58	15	±3	3.8	±0.1
In Bargaining Unit	8	±1	2	5	35	47	11	±4	3.6	±0.1
DISABILITY										
No Disability	19	±1	1	5	25	55	14	±3	3.8	±0.1
Disability	18	±2	1	3	24	55	16	±5	3.8	±0.1
Targeted Disability	17	±3	3	4	23	54	16	±8	3.8	±0.2
Other Disability	19	±2	1	3	24	56	16	±6	3.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	1	6	28	53	12	±3	3.7	±0.1
Veteran	22	±1	1	4	22	57	17	±3	3.9	±0.1
10 Point, 30%	22	±3	1	3	21	54	21	±8	3.9	±0.1
10 Point, Not 30%	23	±4	1	2	21	61	15	±8	3.9	±0.1
5 Point	21	±2	1	4	23	56	17	±4	3.8	±0.1
No Preference	25	±4	0	5	22	62	11	±9	3.8	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	1	5	25	56	14	±2	3.8	±0.1
Non-Permanent	9	±3	2	9	NR	36	9	±15	3.4	±0.3
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	1	5	24	57	13	±3	3.8	±0.1
FERS	17	±1	1	5	25	54	15	±3	3.8	±0.1
Other Plan	11	±3	1	4	31	51	13	±12	3.7	±0.2
Not Eligible	17	±1	1	6	28	53	13	±4	3.7	±0.1
Optional Eligible	20	±1	1	4	23	57	15	±3	3.8	±0.1
Discontinued Service	20	±2	1	4	23	59	13	±5	3.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	2	NR	45	34	11	±13	3.4	±0.3
30 to 39 Years Old	14	±2	0	6	31	54	9	±8	3.7	±0.2
40 to 49 Years Old	20	±2	1	3	25	57	14	±4	3.8	±0.1
50 to 59 Years Old	22	±1	1	5	22	57	14	±3	3.8	±0.1
60 Years Old or More	19	±2	0	4	23	53	21	±5	3.9	±0.1
6 Months to 4 Years of Service	8	±2	1	6	41	41	11	±11	3.6	±0.2
5 to 10 Years of Service	11	±2	0	5	32	47	15	±8	3.7	±0.2
11 to 20 Years of Service	18	±2	1	5	26	55	13	±5	3.8	±0.1
21 to 30 Years of Service	22	±2	1	5	24	56	14	±3	3.8	±0.1
More Than 30 Years of Service	28	±2	1	4	19	60	16	±4	3.9	±0.1
GENDER & RACE/ETHNICITY										
Male	22	±1	1	4	24	56	15	±3	3.8	±0.1
Female	14	±1	1	6	27	53	13	±4	3.7	±0.1
Non-Hispanic White	19	±1	1	5	24	57	13	±3	3.8	±0.1
Total Minority	18	±2	1	4	27	52	17	±4	3.8	±0.1
Non-Hispanic Black	19	±2	1	5	23	54	17	±6	3.8	±0.1
Hispanic	17	±3	1	3	30	47	19	±9	3.8	±0.2
Non-Hispanic Asian	16	±3	0	3	33	54	9	±8	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

56. Indicate the extent to which you agree or disagree with the following statements.

d. Employees seek my assistance with their work-life concerns.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	1	3	18	60	19	±2	3.9	±0.1
Army	18	±2	1	3	18	59	20	±4	4.0	±0.1
Navy	18	±2	1	2	17	61	19	±4	4.0	±0.1
Marine Corps	20	±4	0	0	12	63	24	±9	4.1	±0.2
Air Force	22	±2	1	3	18	60	18	±3	3.9	±0.1
DoD Agencies/Field Activities	15	±2	0	4	20	62	14	±7	3.8	±0.1
PAY PLAN/GRADE										
White Collar Total	20	±1	1	3	17	60	20	±3	4.0	±0.1
GS 1 to 4	6	±2	1	NR	26	55	8	±16	3.6	±0.3
GS 5 to 8	9	±1	2	4	24	53	16	±5	3.8	±0.1
GS 9 to 12	18	±2	1	3	19	58	19	±4	3.9	±0.1
GS/GM 13 to 15	43	±3	0	2	13	63	21	±4	4.0	±0.1
SES	88	±3	0	2	9	62	27	±5	4.1	±0.1
Blue Collar Total	15	±2	1	3	21	61	15	±5	3.9	±0.1
WG 1 to 5	6	±3	NR	NR	27	73	NR	±18	3.7	±0.2
WG 6 to 9	6	±2	NR	7	51	30	13	±16	3.5	±0.3
WG 10 to 15	6	±2	2	3	35	46	14	±12	3.7	±0.2
WS/WL 1 to 19	53	±5	1	2	13	69	16	±6	4.0	±0.1
NSPS Pay Plans	22	±2	1	2	18	57	22	±5	4.0	±0.1
Demo/APS Pay Plans	18	±2	0	2	17	64	16	±5	3.9	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	1	2	18	57	22	±5	4.0	±0.1
All Others	19	±1	1	3	18	60	19	±2	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	0	3	18	61	18	±4	3.9	±0.1
Administrative	28	±2	0	2	15	62	21	±4	4.0	±0.1
Technical	12	±2	1	4	23	56	17	±5	3.8	±0.1
Clerical	6	±2	2	7	23	51	17	±10	3.7	±0.2
Other White Collar	18	±3	1	3	14	60	23	±9	4.0	±0.2
Blue Collar	15	±2	1	3	22	60	16	±5	3.9	±0.1
Scientists	21	±3	1	3	25	57	14	±8	3.8	±0.2
Engineers	20	±2	0	3	17	65	15	±5	3.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	49	±2	1	3	20	59	18	±3	3.9	±0.1
Manager	98	±1	0	2	14	62	21	±4	4.0	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	97	±3	1	3	19	64	14	±6	3.9	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	1	3	26	58	13	±7	3.8	±0.1
Some College	17	±1	1	3	19	59	19	±3	3.9	±0.1
4-Year Degree	22	±2	1	3	15	64	18	±5	4.0	±0.1
Graduate/Professional Degree	26	±2	0	3	17	60	21	±4	4.0	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

56. Indicate the extent to which you agree or disagree with the following statements.

d. Employees seek my assistance with their work-life concerns.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	1	3	18	60	19	±2	3.9	±0.1
Other Than Full-Time	7	±3	NR	NR	18	NR	NR	±14	NR	
CONUS	18	±1	1	3	18	61	18	±2	3.9	±0.1
OCONUS	22	±3	0	1	20	58	21	±7	4.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	28	±1	0	2	15	63	20	±3	4.0	±0.1
In Bargaining Unit	8	±1	1	4	29	50	15	±4	3.7	±0.1
DISABILITY										
No Disability	19	±1	1	3	17	61	18	±3	3.9	±0.1
Disability	18	±2	1	2	21	57	20	±5	3.9	±0.1
Targeted Disability	17	±3	1	3	26	51	20	±9	3.9	±0.2
Other Disability	19	±2	1	2	19	59	19	±6	3.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	1	3	19	59	18	±3	3.9	±0.1
Veteran	22	±1	1	2	17	61	19	±3	4.0	±0.1
10 Point, 30%	22	±3	0	2	20	56	21	±8	3.9	±0.1
10 Point, Not 30%	23	±4	1	1	19	61	18	±8	3.9	±0.1
5 Point	21	±2	0	3	16	62	20	±4	4.0	±0.1
No Preference	25	±4	0	2	14	66	17	±8	4.0	±0.1
TYPE OF APPOINTMENT										
Permanent	19	±1	1	2	18	61	19	±2	3.9	±0.1
Non-Permanent	9	±3	1	10	NR	NR	7	±11	3.5	±0.3
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	0	2	16	64	18	±3	4.0	±0.1
FERS	17	±1	1	3	19	59	19	±3	3.9	±0.1
Other Plan	12	±3	2	7	16	56	20	±12	3.9	±0.2
Not Eligible	17	±1	1	3	20	60	17	±4	3.9	±0.1
Optional Eligible	20	±1	1	3	16	60	20	±3	4.0	±0.1
Discontinued Service	20	±2	0	2	16	64	18	±5	4.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	2	6	33	51	8	±14	3.6	±0.2
30 to 39 Years Old	14	±2	0	2	26	58	14	±8	3.8	±0.2
40 to 49 Years Old	20	±2	1	2	17	60	20	±4	4.0	±0.1
50 to 59 Years Old	22	±1	0	3	16	62	19	±3	4.0	±0.1
60 Years Old or More	19	±2	0	3	16	59	22	±5	4.0	±0.1
6 Months to 4 Years of Service	8	±2	2	7	33	45	13	±11	3.6	±0.2
5 to 10 Years of Service	11	±2	1	2	23	53	20	±8	3.9	±0.2
11 to 20 Years of Service	18	±2	0	2	19	61	18	±5	3.9	±0.1
21 to 30 Years of Service	22	±2	1	3	16	62	19	±3	4.0	±0.1
More Than 30 Years of Service	28	±2	0	2	15	63	19	±4	4.0	±0.1
GENDER & RACE/ETHNICITY										
Male	22	±1	1	2	18	61	18	±3	3.9	±0.1
Female	14	±1	1	3	17	58	21	±4	4.0	±0.1
Non-Hispanic White	19	±1	0	3	17	62	18	±3	3.9	±0.1
Total Minority	18	±2	1	3	20	56	19	±4	3.9	±0.1
Non-Hispanic Black	19	±2	1	3	19	57	20	±6	3.9	±0.1
Hispanic	17	±3	2	1	22	55	21	±9	3.9	±0.2
Non-Hispanic Asian	16	±3	0	5	28	55	12	±8	3.7	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

56. Indicate the extent to which you agree or disagree with the following statements.

e. Employees seek my advice on professional and career matters.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	1	3	18	58	21	±2	3.9	±0.1
Army	18	±2	1	3	19	56	21	±4	3.9	±0.1
Navy	18	±2	1	4	16	58	21	±4	4.0	±0.1
Marine Corps	20	±4	1	3	16	56	24	±9	4.0	±0.2
Air Force	22	±2	1	3	19	56	21	±4	3.9	±0.1
DoD Agencies/Field Activities	15	±2	1	2	18	62	18	±7	3.9	±0.1
PAY PLAN/GRADE										
White Collar Total	20	±1	1	3	18	57	22	±3	4.0	±0.1
GS 1 to 4	6	±2	3	NR	38	NR	5	±16	3.3	±0.3
GS 5 to 8	9	±1	2	7	29	46	16	±5	3.7	±0.1
GS 9 to 12	18	±2	1	3	19	59	19	±4	3.9	±0.1
GS/GM 13 to 15	43	±3	0	2	14	58	26	±4	4.1	±0.1
SES	89	±3	0	1	3	55	41	±5	4.4	±0.1
Blue Collar Total	15	±2	1	4	23	57	15	±5	3.8	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	NR	7	47	32	11	±15	3.4	±0.3
WG 10 to 15	6	±2	4	10	34	38	15	±12	3.5	±0.3
WS/WL 1 to 19	53	±5	0	3	15	66	16	±6	4.0	±0.1
NSPS Pay Plans	22	±2	1	3	15	59	22	±5	4.0	±0.1
Demo/APS Pay Plans	18	±2	0	2	12	65	21	±5	4.0	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	1	3	15	59	22	±5	4.0	±0.1
All Others	19	±1	1	3	18	57	20	±2	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	0	3	15	61	20	±4	4.0	±0.1
Administrative	28	±2	0	2	16	58	24	±4	4.0	±0.1
Technical	12	±2	2	4	25	54	15	±5	3.8	±0.1
Clerical	6	±2	3	12	28	46	11	±11	3.5	±0.2
Other White Collar	18	±3	0	6	14	55	25	±9	4.0	±0.2
Blue Collar	15	±2	1	4	23	56	15	±5	3.8	±0.1
Scientists	21	±3	1	4	18	58	19	±8	3.9	±0.2
Engineers	20	±2	0	4	17	62	17	±5	3.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	49	±2	1	4	19	56	20	±3	3.9	±0.1
Manager	97	±2	0	2	15	58	24	±4	4.0	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	96	±3	1	3	21	60	15	±6	3.8	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	1	4	31	51	14	±7	3.7	±0.1
Some College	17	±1	1	4	20	55	19	±3	3.9	±0.1
4-Year Degree	22	±2	1	3	16	61	20	±4	4.0	±0.1
Graduate/Professional Degree	26	±2	0	2	13	59	26	±4	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

56. Indicate the extent to which you agree or disagree with the following statements.
e. Employees seek my advice on professional and career matters.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	1	3	18	58	21	±2	3.9	±0.1
Other Than Full-Time	7	±3	NR	NR	NR	NR	NR		NR	
CONUS	18	±1	1	3	18	58	20	±2	3.9	±0.1
OCONUS	22	±3	0	2	21	55	22	±7	4.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	0	3	15	59	22	±3	4.0	±0.1
In Bargaining Unit	8	±1	2	5	29	50	14	±4	3.7	±0.1
DISABILITY										
No Disability	19	±1	1	3	18	58	21	±3	3.9	±0.1
Disability	18	±2	1	3	19	57	19	±5	3.9	±0.1
Targeted Disability	17	±3	1	5	21	52	21	±8	3.9	±0.2
Other Disability	18	±2	1	3	19	59	18	±6	3.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	1	3	20	56	20	±3	3.9	±0.1
Veteran	22	±1	1	3	17	59	21	±3	4.0	±0.1
10 Point, 30%	22	±3	0	4	19	56	22	±7	3.9	±0.1
10 Point, Not 30%	23	±4	1	2	21	57	19	±8	3.9	±0.1
5 Point	21	±2	1	3	15	59	22	±4	4.0	±0.1
No Preference	24	±4	0	2	18	62	18	±8	4.0	±0.1
TYPE OF APPOINTMENT										
Permanent	19	±1	1	3	18	58	21	±2	4.0	±0.1
Non-Permanent	9	±3	1	15	27	NR	4	±18	3.4	±0.3
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	1	3	19	57	20	±3	3.9	±0.1
FERS	17	±1	1	3	18	58	21	±3	3.9	±0.1
Other Plan	11	±3	1	8	22	51	18	±12	3.8	±0.2
Not Eligible	17	±1	1	4	18	58	19	±3	3.9	±0.1
Optional Eligible	20	±1	1	2	19	56	23	±3	4.0	±0.1
Discontinued Service	20	±2	1	3	14	64	18	±5	4.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	2	7	34	49	8	±14	3.5	±0.2
30 to 39 Years Old	14	±2	0	3	23	60	14	±8	3.8	±0.1
40 to 49 Years Old	20	±2	1	3	16	59	21	±4	4.0	±0.1
50 to 59 Years Old	22	±1	1	3	18	57	22	±3	4.0	±0.1
60 Years Old or More	19	±2	1	2	16	57	25	±5	4.0	±0.1
6 Months to 4 Years of Service	8	±2	2	8	28	50	12	±10	3.6	±0.2
5 to 10 Years of Service	11	±2	1	5	25	51	19	±8	3.8	±0.2
11 to 20 Years of Service	18	±2	0	3	17	60	20	±5	4.0	±0.1
21 to 30 Years of Service	22	±2	1	3	17	58	21	±3	4.0	±0.1
More Than 30 Years of Service	28	±2	0	2	16	58	23	±4	4.0	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	1	3	17	59	20	±3	3.9	±0.1
Female	14	±1	1	3	21	53	22	±4	3.9	±0.1
Non-Hispanic White	19	±1	1	3	17	59	20	±3	4.0	±0.1
Total Minority	18	±2	1	4	20	54	21	±4	3.9	±0.1
Non-Hispanic Black	19	±2	1	5	18	54	22	±5	3.9	±0.1
Hispanic	17	±3	2	2	23	52	21	±8	3.9	±0.1
Non-Hispanic Asian	16	±3	0	6	28	53	12	±8	3.7	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

56. Indicate the extent to which you agree or disagree with the following statements.

f. There is little opportunity for my subordinates to be innovative or expand the scope of their jobs.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	9	39	27	20	4	±2	2.7	±0.1
Army	18	±2	9	37	27	23	5	±4	2.8	±0.1
Navy	18	±2	9	43	25	19	4	±4	2.7	±0.1
Marine Corps	20	±4	12	42	24	19	4	±10	2.6	±0.2
Air Force	22	±2	10	40	28	19	4	±4	2.7	±0.1
DoD Agencies/Field Activities	15	±2	8	39	28	20	5	±8	2.7	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	9	39	26	21	4	±3	2.7	±0.1
GS 1 to 4	6	±2	2	16	45	35	2	±18	3.2	±0.3
GS 5 to 8	9	±1	4	22	38	26	10	±5	3.2	±0.1
GS 9 to 12	18	±2	9	35	29	22	5	±4	2.8	±0.1
GS/GM 13 to 15	43	±3	11	49	20	18	2	±4	2.5	±0.1
SES	88	±3	24	63	6	6	2	±5	2.0	±0.1
Blue Collar Total	15	±2	6	31	35	23	6	±5	2.9	±0.1
WG 1 to 5	5	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	5	7	62	12	13	±15	3.2	±0.3
WG 10 to 15	6	±2	8	23	43	24	3	±12	2.9	±0.3
WS/WL 1 to 19	53	±5	5	38	26	25	5	±6	2.9	±0.2
NSPS Pay Plans	22	±2	11	45	24	17	3	±5	2.6	±0.1
Demo/APS Pay Plans	18	±2	12	56	18	12	3	±5	2.4	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	11	45	24	17	3	±5	2.6	±0.1
All Others	19	±1	9	39	27	20	4	±2	2.7	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	10	47	23	18	3	±4	2.6	±0.1
Administrative	28	±2	11	43	24	19	4	±4	2.6	±0.1
Technical	12	±2	7	32	33	21	7	±5	2.9	±0.2
Clerical	6	±2	2	18	42	28	10	±11	3.3	±0.2
Other White Collar	18	±3	5	25	27	35	8	±10	3.2	±0.2
Blue Collar	15	±2	7	31	34	23	5	±5	2.9	±0.1
Scientists	21	±3	14	52	19	11	4	±8	2.4	±0.2
Engineers	19	±2	9	48	25	17	2	±6	2.6	±0.2
SUPERVISOR/MANAGER										
Supervisor	48	±2	8	38	27	22	4	±3	2.8	±0.1
Manager	97	±2	11	43	24	18	4	±4	2.6	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	97	±3	6	36	32	20	7	±6	2.9	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	5	27	38	25	5	±8	3.0	±0.2
Some College	17	±1	9	32	30	23	6	±3	2.9	±0.1
4-Year Degree	22	±2	8	45	25	19	3	±5	2.6	±0.1
Graduate/Professional Degree	26	±2	12	49	19	16	3	±4	2.5	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

56. Indicate the extent to which you agree or disagree with the following statements.

f. There is little opportunity for my subordinates to be innovative or expand the scope of their jobs.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	9	40	27	20	4	±2	2.7	±0.1
Other Than Full-Time	7	±3	NR	16	NR	NR	2	±18	NR	
CONUS	18	±1	9	40	27	20	4	±2	2.7	±0.1
OCONUS	22	±3	8	37	28	22	4	±7	2.8	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	10	42	24	20	4	±3	2.7	±0.1
In Bargaining Unit	8	±1	7	27	39	22	6	±4	2.9	±0.1
DISABILITY										
No Disability	19	±1	9	41	26	20	4	±3	2.7	±0.1
Disability	18	±2	9	31	31	24	5	±5	2.9	±0.1
Targeted Disability	17	±3	9	26	33	26	5	±8	2.9	±0.2
Other Disability	18	±2	9	33	30	23	5	±6	2.8	±0.2
VETERAN/PREFERENCE										
Non-Veteran	16	±1	8	39	27	21	4	±3	2.7	±0.1
Veteran	22	±1	9	39	27	20	5	±3	2.7	±0.1
10 Point, 30%	22	±3	10	35	25	24	6	±7	2.8	±0.2
10 Point, Not 30%	23	±4	9	41	26	19	4	±9	2.7	±0.2
5 Point	21	±2	9	38	28	20	5	±4	2.7	±0.1
No Preference	25	±4	11	46	24	17	2	±8	2.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	9	40	27	20	4	±2	2.7	±0.1
Non-Permanent	9	±3	NR	16	38	NR	3	±15	NR	–
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	9	43	23	21	4	±3	2.7	±0.1
FERS	17	±1	9	38	28	20	4	±3	2.7	±0.1
Other Plan	12	±3	7	22	43	21	7	±12	3.0	±0.2
Not Eligible	17	±1	9	40	27	20	4	±3	2.7	±0.1
Optional Eligible	20	±1	10	37	27	21	5	±3	2.7	±0.1
Discontinued Service	20	±2	7	43	25	20	5	±6	2.7	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	4	19	51	17	NR	±16	3.1	±0.3
30 to 39 Years Old	14	±2	7	40	32	17	4	±8	2.7	±0.2
40 to 49 Years Old	20	±2	10	39	27	20	4	±4	2.7	±0.1
50 to 59 Years Old	22	±1	8	42	24	21	4	±3	2.7	±0.1
60 Years Old or More	19	±2	12	32	25	25	7	±5	2.8	±0.2
6 Months to 4 Years of Service	8	±2	10	24	40	24	4	±11	2.9	±0.3
5 to 10 Years of Service	11	±2	6	33	36	14	10	±8	2.9	±0.2
11 to 20 Years of Service	18	±2	7	38	30	23	3	±5	2.8	±0.1
21 to 30 Years of Service	22	±2	10	42	25	20	4	±3	2.7	±0.1
More Than 30 Years of Service	28	±2	10	43	21	21	5	±4	2.7	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	9	41	27	20	4	±3	2.7	±0.1
Female	14	±1	9	35	28	23	6	±4	2.8	±0.1
Non-Hispanic White	19	±1	9	42	25	19	4	±3	2.7	±0.1
Total Minority	18	±2	8	31	31	25	5	±4	2.9	±0.1
Non-Hispanic Black	19	±2	9	34	30	23	5	±5	2.8	±0.2
Hispanic	17	±3	9	29	31	25	6	±9	2.9	±0.2
Non-Hispanic Asian	16	±3	2	28	41	26	4	±8	3.0	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

56. Indicate the extent to which you agree or disagree with the following statements.

g. I have useful, current performance plans for all of my employees.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	19	±1	2	11	31	45	11	±2	3.5	±0.1
Army	18	±2	2	8	28	47	14	±4	3.6	±0.1
Navy	18	±2	2	15	35	40	8	±4	3.4	±0.1
Marine Corps	20	±4	2	10	27	47	13	±10	3.6	±0.2
Air Force	22	±2	3	8	30	48	11	±4	3.6	±0.1
DoD Agencies/Field Activities	15	±2	1	13	31	42	12	±8	3.5	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	2	11	30	44	12	±3	3.5	±0.1
GS 1 to 4	6	±2	4	NR	NR	NR	NR	±11	NR	
GS 5 to 8	9	±1	3	9	42	36	10	±5	3.4	±0.1
GS 9 to 12	18	±2	2	9	32	45	12	±4	3.6	±0.1
GS/GM 13 to 15	42	±3	2	15	24	47	13	±4	3.6	±0.1
SES	89	±3	2	9	16	56	17	±5	3.8	±0.1
Blue Collar Total	15	±2	3	8	39	44	6	±5	3.4	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	5	NR	74	19	NR	±14	3.1	±0.2
WG 10 to 15	6	±2	6	11	60	21	2	±12	3.0	±0.2
WS/WL 1 to 19	53	±5	2	8	25	56	9	±6	3.6	±0.1
NSPS Pay Plans	22	±2	3	12	22	51	13	±5	3.6	±0.1
Demo/APS Pay Plans	18	±2	2	7	28	52	10	±5	3.6	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	3	12	22	51	13	±5	3.6	±0.1
All Others	19	±1	2	10	31	45	11	±2	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	19	±2	2	10	30	46	12	±4	3.6	±0.1
Administrative	28	±2	2	12	26	47	13	±4	3.6	±0.1
Technical	12	±2	2	9	39	41	9	±6	3.5	±0.1
Clerical	6	±2	NR	13	45	32	5	±11	3.2	±0.3
Other White Collar	18	±3	2	10	35	42	11	±10	3.5	±0.2
Blue Collar	15	±2	3	8	39	44	7	±5	3.4	±0.1
Scientists	21	±3	2	9	26	52	11	±8	3.6	±0.2
Engineers	19	±2	1	12	33	46	7	±5	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	48	±2	2	9	30	46	12	±3	3.6	±0.1
Manager	97	±2	2	13	31	42	12	±4	3.5	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	97	±3	3	8	35	47	7	±6	3.5	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	2	9	38	43	7	±7	3.4	±0.2
Some College	17	±1	3	8	33	44	11	±3	3.5	±0.1
4-Year Degree	22	±2	1	12	31	45	10	±4	3.5	±0.1
Graduate/Professional Degree	26	±2	2	13	24	48	13	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

56. Indicate the extent to which you agree or disagree with the following statements.

g. I have useful, current performance plans for all of my employees.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	2	10	31	45	11	±2	3.5	±0.1
Other Than Full-Time	7	±3	NR	NR	NR	NR	NR		NR	
CONUS	18	±1	2	10	31	45	11	±2	3.5	±0.1
OCONUS	22	±3	1	11	29	46	13	±7	3.6	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	2	11	26	48	12	±3	3.6	±0.1
In Bargaining Unit	8	±1	4	7	49	33	6	±4	3.3	±0.1
DISABILITY										
No Disability	19	±1	2	11	31	45	11	±3	3.5	±0.1
Disability	18	±2	5	7	32	45	12	±5	3.5	±0.2
Targeted Disability	17	±3	4	7	31	44	14	±8	3.6	±0.2
Other Disability	18	±2	5	7	32	45	10	±6	3.5	±0.2
VETERAN/PREFERENCE										
Non-Veteran	16	±1	2	12	32	43	12	±3	3.5	±0.1
Veteran	21	±1	3	9	30	47	11	±3	3.5	±0.1
10 Point, 30%	22	±3	5	9	30	45	11	±9	3.5	±0.2
10 Point, Not 30%	23	±4	3	7	36	43	12	±9	3.5	±0.2
5 Point	21	±2	2	9	29	48	11	±4	3.6	±0.1
No Preference	24	±4	1	11	32	46	9	±8	3.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	2	10	31	45	11	±2	3.5	±0.1
Non-Permanent	9	±3	NR	NR	35	27	NR	±14	NR	
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	2	10	28	49	12	±3	3.6	±0.1
FERS	17	±1	2	11	32	43	11	±3	3.5	±0.1
Other Plan	11	±3	2	11	41	36	11	±12	3.4	±0.2
Not Eligible	17	±1	3	12	33	42	10	±3	3.4	±0.1
Optional Eligible	20	±1	2	10	30	46	13	±3	3.6	±0.1
Discontinued Service	20	±2	2	8	26	53	11	±6	3.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	4	NR	60	21	4	±14	3.1	±0.3
30 to 39 Years Old	13	±2	3	11	40	38	9	±8	3.4	±0.2
40 to 49 Years Old	20	±2	2	12	33	43	10	±4	3.5	±0.1
50 to 59 Years Old	22	±1	2	10	26	49	13	±3	3.6	±0.1
60 Years Old or More	19	±2	1	7	26	51	15	±5	3.7	±0.1
6 Months to 4 Years of Service	8	±2	7	16	42	32	3	±13	3.1	±0.3
5 to 10 Years of Service	11	±2	3	7	44	33	13	±8	3.5	±0.2
11 to 20 Years of Service	18	±2	1	11	34	44	9	±5	3.5	±0.1
21 to 30 Years of Service	22	±2	2	11	30	44	12	±3	3.5	±0.1
More Than 30 Years of Service	28	±2	2	8	23	55	12	±4	3.7	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	2	10	32	46	10	±3	3.5	±0.1
Female	14	±1	2	11	29	42	15	±4	3.6	±0.1
Non-Hispanic White	19	±1	2	11	31	46	10	±3	3.5	±0.1
Total Minority	18	±2	3	9	32	42	14	±4	3.5	±0.1
Non-Hispanic Black	19	±2	5	11	30	40	16	±5	3.5	±0.2
Hispanic	17	±3	4	7	34	41	14	±8	3.6	±0.2
Non-Hispanic Asian	16	±3	1	9	39	44	7	±8	3.5	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

57. How easy is it for you to...

a. Hire employees?

1. Very difficult
2. Difficult
3. Neither easy or difficult
4. Easy
5. Very easy

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
OVERALL AND COMPONENT										
Total DoD	19	±1	21	30	36	11	2	±2	2.4	±0.1
Army	18	±2	22	31	33	12	2	±4	2.4	±0.1
Navy	18	±2	27	32	33	8	1	±4	2.2	±0.1
Marine Corps	20	±4	19	38	28	13	2	±9	2.4	±0.2
Air Force	22	±2	20	26	37	14	3	±4	2.6	±0.1
DoD Agencies/Field Activities	15	±2	14	31	44	8	2	±8	2.5	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	21	31	35	10	2	±3	2.4	±0.1
GS 1 to 4	6	±2	19	NR	62	1	1	±17	2.5	±0.3
GS 5 to 8	9	±1	22	18	47	10	3	±5	2.5	±0.1
GS 9 to 12	18	±2	22	26	38	11	2	±4	2.4	±0.1
GS/GM 13 to 15	43	±3	21	39	29	9	2	±5	2.3	±0.1
SES	89	±3	14	43	21	17	5	±5	2.6	±0.1
Blue Collar Total	15	±2	23	22	39	13	3	±5	2.5	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	29	9	51	7	4	±16	2.5	±0.4
WG 10 to 15	6	±2	24	12	53	8	2	±12	2.5	±0.3
WS/WL 1 to 19	53	±5	20	28	33	16	3	±6	2.5	±0.2
NSPS Pay Plans	22	±2	18	34	30	16	2	±5	2.5	±0.2
Demo/APS Pay Plans	18	±2	19	36	30	14	1	±5	2.4	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	18	34	30	16	2	±5	2.5	±0.2
All Others	19	±1	22	30	36	11	2	±2	2.4	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	21	35	31	11	1	±4	2.4	±0.1
Administrative	28	±2	21	33	32	11	3	±4	2.4	±0.1
Technical	12	±2	21	22	46	8	3	±6	2.5	±0.1
Clerical	6	±2	16	22	52	7	3	±12	2.6	±0.2
Other White Collar	18	±3	33	18	44	4	1	±10	2.2	±0.2
Blue Collar	15	±2	23	23	39	13	3	±5	2.5	±0.1
Scientists	22	±3	23	38	28	10	1	±9	2.3	±0.2
Engineers	19	±2	19	38	29	13	1	±6	2.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	48	±2	21	32	34	11	2	±3	2.4	±0.1
Manager	97	±2	21	29	37	11	2	±4	2.4	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	96	±3	23	22	40	12	3	±6	2.5	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	12	±2	18	22	46	12	2	±8	2.6	±0.2
Some College	17	±1	23	25	39	10	2	±3	2.4	±0.1
4-Year Degree	22	±2	20	33	33	11	3	±5	2.4	±0.1
Graduate/Professional Degree	26	±2	22	37	28	11	1	±4	2.3	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

57. How easy is it for you to...

a. Hire employees?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
SCHEDULE/LOCATION										
Full-Time	19	±1	22	30	35	11	2	±2	2.4	±0.1
Other Than Full-Time	7	±3	14	NR	NR	6	1	±17	2.6	±0.3
CONUS	18	±1	21	29	36	11	2	±2	2.4	±0.1
OCONUS	22	±3	25	32	33	8	2	±8	2.3	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	21	33	32	11	2	±3	2.4	±0.1
In Bargaining Unit	8	±1	22	16	51	9	2	±5	2.5	±0.1
DISABILITY										
No Disability	19	±1	21	31	34	11	2	±3	2.4	±0.1
Disability	18	±2	24	24	42	9	1	±5	2.4	±0.1
Targeted Disability	17	±3	24	22	43	9	2	±8	2.4	±0.2
Other Disability	18	±2	24	25	41	9	1	±6	2.4	±0.2
VETERAN/PREFERENCE										
Non-Veteran	16	±1	21	31	36	10	2	±3	2.4	±0.1
Veteran	21	±1	22	29	35	12	2	±3	2.4	±0.1
10 Point, 30%	22	±3	24	28	36	10	2	±7	2.4	±0.2
10 Point, Not 30%	22	±4	22	25	39	12	2	±9	2.5	±0.2
5 Point	21	±2	22	29	35	12	2	±4	2.4	±0.1
No Preference	24	±4	19	30	35	13	4	±8	2.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	21	30	35	11	2	±2	2.4	±0.1
Non-Permanent	9	±3	NR	14	42	6	1	±15	2.2	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	20	33	32	13	2	±3	2.4	±0.1
FERS	17	±1	23	28	37	10	3	±3	2.4	±0.1
Other Plan	11	±3	17	29	44	7	3	±12	2.5	±0.2
Not Eligible	17	±1	21	30	35	11	2	±4	2.4	±0.1
Optional Eligible	20	±1	21	29	37	10	2	±3	2.4	±0.1
Discontinued Service	20	±2	21	33	31	13	2	±6	2.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	30	16	46	7	1	±15	2.3	±0.3
30 to 39 Years Old	13	±2	17	27	45	8	3	±8	2.5	±0.2
40 to 49 Years Old	20	±2	22	29	35	12	2	±4	2.4	±0.1
50 to 59 Years Old	22	±1	21	32	34	11	2	±3	2.4	±0.1
60 Years Old or More	19	±2	22	33	31	11	2	±5	2.4	±0.1
6 Months to 4 Years of Service	8	±2	29	19	42	8	1	±12	2.3	±0.3
5 to 10 Years of Service	11	±2	19	22	45	12	2	±8	2.6	±0.2
11 to 20 Years of Service	18	±2	22	30	37	9	3	±5	2.4	±0.1
21 to 30 Years of Service	22	±2	22	31	35	11	2	±3	2.4	±0.1
More Than 30 Years of Service	28	±2	20	34	31	13	3	±4	2.5	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	22	30	35	11	2	±3	2.4	±0.1
Female	14	±1	20	29	38	10	3	±4	2.5	±0.1
Non-Hispanic White	19	±1	21	31	34	11	2	±3	2.4	±0.1
Total Minority	18	±2	22	25	40	11	2	±4	2.4	±0.1
Non-Hispanic Black	19	±2	23	25	40	11	2	±6	2.4	±0.1
Hispanic	17	±3	22	20	45	12	2	±8	2.5	±0.2
Non-Hispanic Asian	16	±3	20	30	38	10	2	±9	2.4	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

57. How easy is it for you to...

b. Relocate employees?

1. Very difficult
2. Difficult
3. Neither easy or difficult
4. Easy
5. Very easy

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
OVERALL AND COMPONENT										
Total DoD	18	±1	23	28	43	5	1	±2	2.3	±0.1
Army	18	±1	23	27	44	5	1	±4	2.3	±0.1
Navy	18	±2	25	29	40	6	0	±4	2.3	±0.1
Marine Corps	20	±4	21	28	41	10	0	±9	2.4	±0.2
Air Force	22	±2	23	26	46	5	1	±4	2.4	±0.1
DoD Agencies/Field Activities	15	±2	20	30	45	5	1	±8	2.4	±0.2
PAY PLAN/GRADE										
White Collar Total	19	±1	22	28	43	5	1	±3	2.3	±0.1
GS 1 to 4	6	±2	19	NR	61	2	0	±17	2.5	±0.3
GS 5 to 8	9	±1	22	19	51	7	2	±5	2.5	±0.1
GS 9 to 12	18	±2	24	24	47	4	1	±4	2.3	±0.1
GS/GM 13 to 15	42	±3	21	36	37	5	0	±5	2.3	±0.1
SES	88	±4	16	39	30	11	4	±5	2.5	±0.1
Blue Collar Total	15	±2	27	20	45	7	0	±5	2.3	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	30	3	59	6	NR	±16	2.5	±0.4
WG 10 to 15	6	±2	25	14	55	5	NR	±12	2.4	±0.3
WS/WL 1 to 19	52	±5	27	25	40	7	0	±6	2.3	±0.2
NSPS Pay Plans	22	±2	20	31	40	8	1	±5	2.4	±0.1
Demo/APS Pay Plans	18	±2	18	36	40	5	0	±5	2.3	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	20	31	40	8	1	±5	2.4	±0.1
All Others	18	±1	23	28	44	5	1	±2	2.3	±0.1
OCCUPATIONAL GROUPS										
Professional	19	±2	23	32	40	5	1	±4	2.3	±0.1
Administrative	27	±2	22	30	42	5	1	±4	2.3	±0.1
Technical	12	±2	21	22	49	6	1	±6	2.4	±0.1
Clerical	6	±2	17	22	57	3	2	±12	2.5	±0.2
Other White Collar	18	±3	26	25	46	4	0	±10	2.3	±0.2
Blue Collar	15	±2	27	20	46	7	1	±5	2.3	±0.1
Scientists	21	±3	22	37	34	7	0	±9	2.2	±0.2
Engineers	19	±2	20	37	37	5	1	±5	2.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	47	±2	22	28	44	5	1	±3	2.3	±0.1
Manager	97	±2	22	29	43	6	1	±4	2.3	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	94	±3	29	20	46	5	1	±6	2.3	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	22	18	54	6	1	±8	2.5	±0.2
Some College	16	±1	23	24	46	6	1	±3	2.4	±0.1
4-Year Degree	21	±2	21	32	41	5	0	±5	2.3	±0.1
Graduate/Professional Degree	25	±2	25	33	37	5	1	±4	2.2	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

57. How easy is it for you to...
b. Relocate employees?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
SCHEDULE/LOCATION										
Full-Time	19	±1	23	28	43	5	1	±2	2.3	±0.1
Other Than Full-Time	7	±3	15	NR	NR	1	NR	±17	2.5	±0.3
CONUS	18	±1	23	27	44	6	1	±2	2.3	±0.1
OCONUS	22	±3	25	30	40	4	1	±8	2.2	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	23	30	40	5	1	±3	2.3	±0.1
In Bargaining Unit	8	±1	22	17	56	5	0	±4	2.5	±0.1
DISABILITY										
No Disability	19	±1	23	28	43	5	1	±3	2.3	±0.1
Disability	17	±2	24	24	47	5	0	±5	2.4	±0.1
Targeted Disability	16	±3	21	24	46	9	0	±8	2.4	±0.2
Other Disability	18	±2	24	23	48	4	0	±6	2.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	22	28	44	5	1	±3	2.3	±0.1
Veteran	21	±1	24	27	43	6	1	±3	2.3	±0.1
10 Point, 30%	21	±3	24	25	45	5	1	±7	2.3	±0.2
10 Point, Not 30%	22	±4	21	23	49	5	1	±9	2.4	±0.2
5 Point	20	±2	24	28	41	6	1	±4	2.3	±0.1
No Preference	25	±4	24	27	43	5	1	±8	2.3	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	23	28	43	5	1	±2	2.3	±0.1
Non-Permanent	8	±3	NR	15	50	3	0	±15	2.2	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	23	30	41	6	1	±3	2.3	±0.1
FERS	17	±1	23	26	45	5	1	±3	2.3	±0.1
Other Plan	11	±3	16	27	50	5	2	±12	2.5	±0.2
Not Eligible	17	±1	22	29	43	6	1	±4	2.4	±0.1
Optional Eligible	19	±1	24	26	45	5	1	±3	2.3	±0.1
Discontinued Service	20	±2	23	32	41	3	1	±6	2.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	34	14	50	1	1	±15	2.2	±0.3
30 to 39 Years Old	13	±2	16	28	50	6	1	±8	2.5	±0.2
40 to 49 Years Old	20	±2	23	27	44	5	1	±4	2.3	±0.1
50 to 59 Years Old	22	±1	24	29	41	5	1	±3	2.3	±0.1
60 Years Old or More	19	±2	22	30	41	6	1	±5	2.3	±0.1
6 Months to 4 Years of Service	7	±2	29	17	50	4	0	±11	2.3	±0.2
5 to 10 Years of Service	11	±2	23	19	50	7	1	±7	2.5	±0.2
11 to 20 Years of Service	17	±2	21	29	45	5	0	±5	2.4	±0.1
21 to 30 Years of Service	22	±2	24	27	42	5	1	±3	2.3	±0.1
More Than 30 Years of Service	27	±2	21	32	40	6	1	±4	2.3	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	23	28	42	5	1	±3	2.3	±0.1
Female	14	±1	23	26	46	5	1	±4	2.4	±0.1
Non-Hispanic White	19	±1	23	28	43	5	1	±3	2.3	±0.1
Total Minority	17	±1	23	25	46	5	0	±4	2.3	±0.1
Non-Hispanic Black	18	±2	22	25	47	5	1	±6	2.4	±0.1
Hispanic	17	±3	22	26	46	5	0	±9	2.4	±0.2
Non-Hispanic Asian	16	±3	22	26	46	6	0	±9	2.4	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

57. How easy is it for you to...

c. Reassign employees?

1. Very difficult
2. Difficult
3. Neither easy or difficult
4. Easy
5. Very easy

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
OVERALL AND COMPONENT										
Total DoD	19	±1	18	24	43	14	1	±2	2.6	±0.1
Army	18	±2	19	24	43	12	2	±4	2.5	±0.1
Navy	18	±2	17	25	40	17	1	±4	2.6	±0.1
Marine Corps	20	±4	15	26	39	18	1	±10	2.6	±0.2
Air Force	22	±2	18	25	44	12	1	±4	2.5	±0.1
DoD Agencies/Field Activities	15	±2	15	24	45	15	1	±8	2.6	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	18	25	42	13	1	±3	2.6	±0.1
GS 1 to 4	6	±2	17	NR	61	5	0	±17	2.6	±0.3
GS 5 to 8	9	±1	20	18	49	10	2	±5	2.6	±0.2
GS 9 to 12	18	±2	20	24	46	10	1	±4	2.5	±0.1
GS/GM 13 to 15	43	±3	16	29	37	17	2	±4	2.6	±0.1
SES	89	±3	6	31	27	30	6	±5	3.0	±0.1
Blue Collar Total	15	±2	20	20	48	11	1	±5	2.5	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	29	5	58	8	NR	±17	2.5	±0.4
WG 10 to 15	6	±2	23	12	57	7	1	±12	2.5	±0.3
WS/WL 1 to 19	52	±5	18	24	44	14	1	±6	2.6	±0.2
NSPS Pay Plans	22	±2	13	26	37	21	4	±5	2.8	±0.2
Demo/APS Pay Plans	18	±2	10	26	39	24	1	±5	2.8	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	13	26	37	21	4	±5	2.8	±0.2
All Others	18	±1	18	24	43	14	1	±2	2.6	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	18	26	39	15	1	±4	2.6	±0.1
Administrative	27	±2	16	26	41	15	1	±4	2.6	±0.1
Technical	12	±2	19	22	47	10	2	±6	2.5	±0.2
Clerical	6	±2	16	19	57	7	2	±12	2.6	±0.2
Other White Collar	18	±3	23	22	46	8	1	±9	2.4	±0.2
Blue Collar	15	±2	20	19	48	11	1	±5	2.5	±0.1
Scientists	21	±3	14	33	39	12	2	±9	2.5	±0.2
Engineers	19	±2	14	28	36	21	2	±5	2.7	±0.2
SUPERVISOR/MANAGER										
Supervisor	48	±2	18	26	43	12	1	±3	2.5	±0.1
Manager	97	±2	16	23	41	18	2	±4	2.7	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	95	±3	20	21	48	10	1	±6	2.5	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	19	12	53	15	1	±9	2.7	±0.2
Some College	16	±1	19	23	46	11	1	±3	2.5	±0.1
4-Year Degree	22	±2	15	27	41	15	1	±5	2.6	±0.1
Graduate/Professional Degree	26	±2	19	28	36	16	2	±4	2.5	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

57. How easy is it for you to...
c. Reassign employees?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
SCHEDULE/LOCATION										
Full-Time	19	±1	18	24	43	14	1	±2	2.6	±0.1
Other Than Full-Time	7	±3	13	NR	NR	4	NR	±17	2.6	±0.3
CONUS	18	±1	18	24	43	14	2	±2	2.6	±0.1
OCONUS	22	±3	19	28	45	8	1	±8	2.4	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	18	26	40	15	2	±3	2.6	±0.1
In Bargaining Unit	8	±1	18	17	55	8	1	±5	2.6	±0.1
DISABILITY										
No Disability	19	±1	17	24	42	15	2	±3	2.6	±0.1
Disability	18	±2	19	25	47	8	1	±5	2.5	±0.1
Targeted Disability	16	±3	18	22	47	13	1	±8	2.6	±0.2
Other Disability	18	±2	19	26	47	7	1	±6	2.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	17	24	43	15	1	±3	2.6	±0.1
Veteran	21	±1	19	25	43	12	1	±3	2.5	±0.1
10 Point, 30%	22	±3	19	24	47	8	2	±7	2.5	±0.2
10 Point, Not 30%	22	±4	18	23	46	12	1	±9	2.5	±0.2
5 Point	20	±2	18	25	42	13	1	±4	2.5	±0.1
No Preference	24	±4	19	23	44	13	1	±8	2.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	17	25	43	14	1	±2	2.6	±0.1
Non-Permanent	9	±3	NR	13	42	7	0	±15	2.2	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	15	26	39	18	2	±3	2.6	±0.1
FERS	17	±1	19	23	45	12	1	±3	2.5	±0.1
Other Plan	11	±3	17	22	50	9	2	±12	2.6	±0.2
Not Eligible	17	±1	18	25	42	14	2	±4	2.6	±0.1
Optional Eligible	20	±1	18	23	45	13	1	±3	2.6	±0.1
Discontinued Service	20	±2	17	27	38	16	2	±6	2.6	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	34	13	48	3	1	±15	2.3	±0.3
30 to 39 Years Old	14	±2	14	22	50	14	1	±8	2.7	±0.2
40 to 49 Years Old	20	±2	18	23	43	15	2	±4	2.6	±0.1
50 to 59 Years Old	22	±1	17	26	41	14	1	±3	2.6	±0.1
60 Years Old or More	19	±2	16	27	41	14	2	±5	2.6	±0.1
6 Months to 4 Years of Service	8	±2	30	16	47	8	1	±12	2.3	±0.3
5 to 10 Years of Service	11	±2	20	18	48	13	2	±8	2.6	±0.2
11 to 20 Years of Service	18	±2	16	27	46	11	1	±5	2.5	±0.1
21 to 30 Years of Service	22	±2	18	23	42	15	1	±3	2.6	±0.1
More Than 30 Years of Service	28	±2	15	28	39	16	2	±4	2.6	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	17	24	42	15	1	±3	2.6	±0.1
Female	14	±1	19	24	44	12	1	±4	2.5	±0.1
Non-Hispanic White	19	±1	17	25	41	15	2	±3	2.6	±0.1
Total Minority	17	±2	19	22	47	11	1	±4	2.5	±0.1
Non-Hispanic Black	19	±2	19	23	46	11	1	±6	2.5	±0.1
Hispanic	17	±3	16	22	53	8	1	±8	2.6	±0.2
Non-Hispanic Asian	15	±3	17	22	48	12	1	±8	2.6	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

57. How easy is it for you to...

d. Reduce the size of your workforce?

1. Very difficult
2. Difficult
3. Neither easy or difficult
4. Easy
5. Very easy

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
OVERALL AND COMPONENT										
Total DoD	19	±1	20	25	45	8	3	±2	2.5	±0.1
Army	18	±2	20	25	44	8	3	±4	2.5	±0.1
Navy	18	±2	21	25	41	9	3	±4	2.5	±0.1
Marine Corps	20	±4	21	27	40	9	3	±9	2.5	±0.2
Air Force	22	±2	21	23	48	6	3	±4	2.5	±0.1
DoD Agencies/Field Activities	15	±2	18	26	45	9	2	±8	2.5	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	20	25	45	8	3	±3	2.5	±0.1
GS 1 to 4	6	±2	17	NR	60	7	NR	±17	2.6	±0.3
GS 5 to 8	9	±1	21	15	53	8	4	±5	2.6	±0.1
GS 9 to 12	18	±2	21	20	49	7	3	±4	2.5	±0.1
GS/GM 13 to 15	43	±3	18	32	38	9	3	±5	2.5	±0.1
SES	88	±4	15	40	29	13	3	±5	2.5	±0.1
Blue Collar Total	15	±2	22	20	46	9	2	±5	2.5	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	26	8	55	8	4	±17	2.6	±0.4
WG 10 to 15	6	±2	23	12	57	NR	4	±12	2.5	±0.3
WS/WL 1 to 19	52	±5	22	24	41	12	1	±6	2.5	±0.2
NSPS Pay Plans	22	±2	18	30	42	6	4	±5	2.5	±0.1
Demo/APS Pay Plans	18	±2	21	33	37	7	2	±5	2.4	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	18	30	42	6	4	±5	2.5	±0.1
All Others	18	±1	20	24	45	8	3	±2	2.5	±0.1
OCCUPATIONAL GROUPS										
Professional	19	±2	21	30	39	7	2	±4	2.4	±0.1
Administrative	27	±2	18	26	44	8	3	±4	2.5	±0.1
Technical	12	±2	21	19	50	8	2	±6	2.5	±0.2
Clerical	6	±2	15	17	58	7	3	±12	2.6	±0.2
Other White Collar	18	±3	30	16	47	3	3	±9	2.3	±0.2
Blue Collar	15	±2	22	20	47	9	2	±5	2.5	±0.1
Scientists	21	±3	17	34	38	9	2	±9	2.5	±0.2
Engineers	19	±2	22	34	36	6	2	±6	2.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	48	±2	20	24	46	7	3	±3	2.5	±0.1
Manager	97	±2	19	27	42	9	3	±4	2.5	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	96	±3	23	22	45	8	2	±6	2.4	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	12	±2	19	18	57	5	1	±8	2.5	±0.2
Some College	16	±1	21	20	48	8	3	±3	2.5	±0.1
4-Year Degree	22	±2	18	28	43	8	3	±5	2.5	±0.1
Graduate/Professional Degree	26	±2	21	30	37	9	3	±4	2.4	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

57. How easy is it for you to...

d. Reduce the size of your workforce?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
SCHEDULE/LOCATION										
Full-Time	19	±1	20	25	44	8	3	±2	2.5	±0.1
Other Than Full-Time	7	±3	14	NR	NR	2	0	±17	2.6	±0.3
CONUS	18	±1	20	24	45	8	3	±2	2.5	±0.1
OCONUS	22	±3	19	26	44	8	3	±7	2.5	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	20	26	42	9	3	±3	2.5	±0.1
In Bargaining Unit	8	±1	20	18	55	6	2	±5	2.5	±0.1
DISABILITY										
No Disability	19	±1	20	25	44	8	3	±3	2.5	±0.1
Disability	18	±2	21	21	48	8	3	±5	2.5	±0.1
Targeted Disability	17	±3	19	18	48	11	4	±8	2.6	±0.2
Other Disability	18	±2	21	21	48	6	3	±6	2.5	±0.2
VETERAN/PREFERENCE										
Non-Veteran	16	±1	19	26	44	8	2	±3	2.5	±0.1
Veteran	21	±1	21	23	45	8	3	±3	2.5	±0.1
10 Point, 30%	22	±3	22	21	44	8	5	±7	2.5	±0.2
10 Point, Not 30%	22	±4	18	16	56	6	4	±8	2.6	±0.2
5 Point	20	±2	21	23	44	9	3	±4	2.5	±0.1
No Preference	25	±4	21	28	42	8	1	±8	2.4	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	20	25	45	8	3	±2	2.5	±0.1
Non-Permanent	10	±3	NR	18	40	5	1	±15	2.1	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	18	28	42	9	3	±3	2.5	±0.1
FERS	17	±1	21	23	46	7	3	±3	2.5	±0.1
Other Plan	11	±3	17	26	47	9	2	±12	2.5	±0.2
Not Eligible	17	±1	21	27	44	7	2	±4	2.4	±0.1
Optional Eligible	20	±1	19	22	47	8	3	±3	2.5	±0.1
Discontinued Service	20	±2	21	27	39	11	3	±6	2.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	7	±2	32	13	46	5	4	±15	2.3	±0.4
30 to 39 Years Old	14	±2	16	19	55	7	2	±8	2.6	±0.2
40 to 49 Years Old	20	±2	21	25	45	7	3	±4	2.5	±0.1
50 to 59 Years Old	22	±1	20	26	43	9	3	±3	2.5	±0.1
60 Years Old or More	19	±2	18	27	41	11	3	±5	2.5	±0.1
6 Months to 4 Years of Service	8	±2	25	16	51	6	2	±12	2.4	±0.3
5 to 10 Years of Service	11	±2	22	18	50	7	4	±8	2.5	±0.2
11 to 20 Years of Service	18	±2	19	26	47	6	3	±5	2.5	±0.1
21 to 30 Years of Service	22	±2	21	24	44	9	2	±3	2.5	±0.1
More Than 30 Years of Service	28	±2	18	28	41	10	3	±4	2.5	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	21	25	43	8	3	±3	2.5	±0.1
Female	14	±1	18	23	48	9	2	±4	2.5	±0.1
Non-Hispanic White	19	±1	21	25	43	9	3	±3	2.5	±0.1
Total Minority	17	±2	19	23	49	6	2	±4	2.5	±0.1
Non-Hispanic Black	19	±2	19	23	49	8	2	±6	2.5	±0.1
Hispanic	17	±3	18	22	51	5	3	±9	2.5	±0.2
Non-Hispanic Asian	16	±3	18	26	49	6	1	±8	2.5	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

57. How easy is it for you to...

e. Promote employees?

1. Very difficult
2. Difficult
3. Neither easy or difficult
4. Easy
5. Very easy

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
OVERALL AND COMPONENT										
Total DoD	19	±1	25	28	36	10	1	±2	2.4	±0.1
Army	18	±2	26	30	35	8	2	±4	2.3	±0.1
Navy	18	±2	27	29	35	9	0	±4	2.3	±0.1
Marine Corps	20	±4	32	29	29	10	0	±10	2.2	±0.2
Air Force	22	±2	23	26	38	11	2	±4	2.4	±0.1
DoD Agencies/Field Activities	15	±2	21	25	41	12	1	±8	2.5	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	26	29	36	9	1	±3	2.3	±0.1
GS 1 to 4	6	±2	20	NR	60	1	1	±17	2.4	±0.3
GS 5 to 8	9	±1	30	17	45	5	3	±5	2.3	±0.2
GS 9 to 12	18	±2	27	28	37	7	1	±4	2.3	±0.1
GS/GM 13 to 15	43	±3	24	33	31	11	1	±5	2.3	±0.1
SES	89	±3	8	26	34	27	5	±5	2.9	±0.1
Blue Collar Total	15	±2	24	21	41	13	2	±5	2.5	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	6	±2	23	7	61	3	5	±15	2.6	±0.3
WG 10 to 15	6	±2	27	11	51	9	2	±12	2.5	±0.3
WS/WL 1 to 19	53	±5	23	26	35	14	1	±6	2.4	±0.2
NSPS Pay Plans	22	±2	16	33	34	15	2	±5	2.5	±0.1
Demo/APS Pay Plans	18	±2	18	33	36	13	0	±5	2.5	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	16	33	34	15	2	±5	2.5	±0.1
All Others	19	±1	25	28	37	10	1	±2	2.3	±0.1
OCCUPATIONAL GROUPS										
Professional	20	±2	27	30	33	10	1	±4	2.3	±0.1
Administrative	28	±2	23	32	34	10	1	±4	2.3	±0.1
Technical	12	±2	27	24	41	6	2	±6	2.3	±0.1
Clerical	6	±2	22	21	50	5	2	±12	2.5	±0.2
Other White Collar	18	±3	30	24	40	5	1	±10	2.2	±0.2
Blue Collar	15	±2	24	20	42	13	2	±5	2.5	±0.1
Scientists	21	±3	23	37	30	10	0	±9	2.3	±0.2
Engineers	19	±2	26	32	32	10	0	±6	2.3	±0.2
SUPERVISOR/MANAGER										
Supervisor	48	±2	25	29	36	9	1	±3	2.3	±0.1
Manager	97	±2	24	27	37	11	1	±4	2.4	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	96	±3	25	23	39	11	2	±6	2.4	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	23	19	47	9	2	±8	2.5	±0.2
Some College	16	±1	26	25	38	10	1	±3	2.4	±0.1
4-Year Degree	22	±2	22	31	36	11	1	±5	2.4	±0.1
Graduate/Professional Degree	26	±2	27	32	30	9	1	±4	2.2	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

57. How easy is it for you to...
e. Promote employees?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Level of Ease	
SCHEDULE/LOCATION										
Full-Time	19	±1	25	28	36	10	1	±2	2.3	±0.1
Other Than Full-Time	7	±3	15	NR	NR	5	1	±17	2.6	±0.3
CONUS	18	±1	24	27	37	10	1	±2	2.4	±0.1
OCONUS	22	±3	26	31	34	7	1	±8	2.3	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	25	31	33	10	1	±3	2.3	±0.1
In Bargaining Unit	8	±1	22	17	51	8	2	±5	2.5	±0.1
DISABILITY										
No Disability	19	±1	24	28	36	11	1	±3	2.4	±0.1
Disability	18	±2	28	27	38	5	1	±5	2.2	±0.1
Targeted Disability	17	±3	24	25	40	8	2	±9	2.4	±0.2
Other Disability	18	±2	29	28	37	4	1	±6	2.2	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	24	28	37	11	1	±3	2.4	±0.1
Veteran	21	±1	25	28	36	9	2	±3	2.3	±0.1
10 Point, 30%	22	±3	28	31	35	5	1	±7	2.2	±0.2
10 Point, Not 30%	22	±4	29	29	36	6	1	±9	2.2	±0.2
5 Point	21	±2	25	27	36	10	2	±4	2.4	±0.1
No Preference	24	±4	18	28	39	14	1	±8	2.5	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	24	28	36	10	1	±2	2.4	±0.1
Non-Permanent	9	±3	NR	17	38	5	2	±15	2.2	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	24	28	34	12	1	±3	2.4	±0.1
FERS	17	±1	26	28	37	8	1	±3	2.3	±0.1
Other Plan	11	±3	17	27	47	6	3	±12	2.5	±0.2
Not Eligible	17	±1	25	27	36	11	1	±4	2.4	±0.1
Optional Eligible	20	±1	25	28	37	9	1	±3	2.3	±0.1
Discontinued Service	20	±2	23	31	33	11	2	±6	2.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	8	±2	31	14	49	4	2	±15	2.3	±0.3
30 to 39 Years Old	14	±2	16	26	49	8	1	±8	2.5	±0.2
40 to 49 Years Old	20	±2	25	28	35	11	1	±4	2.3	±0.1
50 to 59 Years Old	22	±1	25	29	34	10	1	±3	2.3	±0.1
60 Years Old or More	19	±2	27	30	33	8	1	±5	2.3	±0.1
6 Months to 4 Years of Service	8	±2	28	21	46	5	0	±11	2.3	±0.2
5 to 10 Years of Service	11	±2	23	19	46	9	2	±8	2.5	±0.2
11 to 20 Years of Service	18	±2	23	30	37	8	1	±5	2.3	±0.1
21 to 30 Years of Service	22	±2	25	28	35	11	1	±3	2.4	±0.1
More Than 30 Years of Service	28	±2	25	31	33	10	2	±4	2.3	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	25	28	36	10	1	±3	2.3	±0.1
Female	14	±1	25	27	38	9	1	±4	2.4	±0.1
Non-Hispanic White	19	±1	24	29	35	10	1	±3	2.3	±0.1
Total Minority	17	±2	26	24	40	9	1	±4	2.4	±0.1
Non-Hispanic Black	19	±2	28	23	38	9	1	±6	2.3	±0.2
Hispanic	17	±3	21	21	48	8	2	±8	2.5	±0.2
Non-Hispanic Asian	16	±3	22	26	41	9	1	±8	2.4	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

a. Basic pay

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
OVERALL AND COMPONENT											
Total DoD	99	±1	6	15	15	51	13	0	±1	3.5	±0.1
Army	98	±1	6	15	16	50	13	0	±2	3.5	±0.1
Navy	99	±1	7	16	15	50	12	0	±2	3.4	±0.1
Marine Corps	99	±2	7	14	18	47	13	0	±5	3.5	±0.1
Air Force	99	±1	6	16	16	50	12	0	±2	3.5	±0.1
DoD Agencies/Field Activities	99	±1	5	12	13	53	16	0	±3	3.6	±0.1
PAY PLAN/GRADE											
White Collar Total	98	±1	6	15	15	51	13	0	±1	3.5	±0.1
GS 1 to 4	97	±2	10	16	19	46	8	0	±4	3.3	±0.1
GS 5 to 8	98	±1	11	21	18	42	8	0	±2	3.2	±0.1
GS 9 to 12	99	±1	5	14	14	54	13	0	±2	3.6	±0.1
GS/GM 13 to 15	99	±1	3	10	11	57	18	0	±3	3.8	±0.1
SES	98	±2	13	19	12	42	15	0	±5	3.3	±0.2
Blue Collar Total	99	±1	6	16	17	48	12	0	±2	3.4	±0.1
WG 1 to 5	99	±1	5	16	16	46	17	0	±6	3.5	±0.2
WG 6 to 9	98	±1	7	16	20	45	12	0	±4	3.4	±0.1
WG 10 to 15	99	±1	6	16	17	50	11	0	±3	3.4	±0.1
WS/WL 1 to 19	99	±1	7	15	16	52	10	0	±5	3.4	±0.1
NSPS Pay Plans	99	±1	4	12	14	57	13	0	±3	3.7	±0.1
Demo/APS Pay Plans	99	±1	4	14	15	53	14	0	±2	3.6	±0.1
NSPS STATUS											
Spiral 1.1	99	±1	4	12	14	57	13	0	±3	3.7	±0.1
All Others	99	±1	6	15	15	51	13	0	±1	3.5	±0.1
OCCUPATIONAL GROUPS											
Professional	99	±1	4	14	14	55	13	0	±2	3.6	±0.1
Administrative	99	±1	4	12	13	55	17	0	±2	3.7	±0.1
Technical	98	±1	9	18	18	45	10	0	±2	3.3	±0.1
Clerical	97	±1	10	20	19	42	9	0	±3	3.2	±0.1
Other White Collar	99	±1	11	18	15	46	10	0	±4	3.3	±0.1
Blue Collar	99	±1	6	16	17	49	12	0	±2	3.4	±0.1
Scientists	99	±1	5	13	13	57	12	0	±4	3.6	±0.1
Engineers	99	±1	4	16	17	53	10	0	±3	3.5	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	6	13	14	53	13	0	±3	3.6	±0.1
Manager	98	±2	5	14	14	49	17	0	±4	3.6	±0.1
Wage Leader	98	±2	7	17	18	47	10	1	±7	3.4	±0.2
Wage Supervisor	98	±2	9	14	15	52	10	0	±6	3.4	±0.2
Team Leader	99	±1	6	14	13	52	14	0	±3	3.5	±0.1
Non-Supervisor	99	±1	6	15	16	50	12	0	±1	3.5	±0.1
EDUCATION											
No College	98	±1	6	14	17	49	14	0	±3	3.5	±0.1
Some College	99	±1	6	16	16	49	12	0	±2	3.4	±0.1
4-Year Degree	99	±1	5	14	15	54	12	0	±2	3.5	±0.1
Graduate/Professional Degree	99	±1	6	14	13	53	14	0	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

a. Basic pay

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	99	±1	6	15	15	51	13	0	±1	3.5	±0.1
Other Than Full-Time	97	±2	4	10	19	54	13	0	±5	3.6	±0.1
CONUS	99	±1	6	15	15	51	13	0	±1	3.5	±0.1
OCONUS	99	±1	6	13	17	51	13	0	±4	3.5	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	98	±1	6	14	14	52	14	0	±2	3.5	±0.1
In Bargaining Unit	99	±1	7	16	17	49	12	0	±2	3.4	±0.1
DISABILITY											
No Disability	99	±1	5	14	15	52	13	0	±1	3.5	±0.1
Disability	98	±1	8	18	17	47	10	0	±2	3.3	±0.1
Targeted Disability	98	±2	9	20	16	44	10	0	±4	3.3	±0.1
Other Disability	99	±1	8	17	17	47	10	0	±3	3.3	±0.1
VETERAN/PREFERENCE											
Non-Veteran	99	±1	5	14	15	51	14	0	±2	3.5	±0.1
Veteran	98	±1	7	16	16	50	11	0	±2	3.4	±0.1
10 Point, 30%	99	±1	8	18	16	48	10	0	±3	3.3	±0.1
10 Point, Not 30%	99	±1	7	16	15	51	11	0	±4	3.4	±0.1
5 Point	98	±1	7	16	16	50	12	0	±2	3.4	±0.1
No Preference	99	±1	6	15	16	50	13	0	±4	3.5	±0.1
TYPE OF APPOINTMENT											
Permanent	99	±1	6	15	15	51	13	0	±1	3.5	±0.1
Non-Permanent	97	±2	4	13	17	50	15	0	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	99	±1	6	15	14	52	14	0	±2	3.5	±0.1
FERS	99	±1	6	15	16	51	12	0	±1	3.5	±0.1
Other Plan	97	±2	6	13	19	47	15	0	±4	3.5	±0.1
Not Eligible	98	±1	6	14	15	51	14	0	±2	3.5	±0.1
Optional Eligible	99	±1	6	16	15	50	12	0	±2	3.5	±0.1
Discontinued Service	99	±1	6	15	15	50	13	0	±3	3.5	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	6	16	18	48	12	0	±3	3.5	±0.1
30 to 39 Years Old	99	±1	7	14	15	52	12	0	±3	3.5	±0.1
40 to 49 Years Old	99	±1	6	16	15	50	13	0	±2	3.5	±0.1
50 to 59 Years Old	99	±1	6	14	15	51	13	0	±2	3.5	±0.1
60 Years Old or More	98	±1	5	14	16	50	15	0	±3	3.6	±0.1
6 Months to 4 Years of Service	98	±1	5	15	20	50	11	0	±3	3.5	±0.1
5 to 10 Years of Service	98	±1	7	16	15	49	14	0	±3	3.5	±0.1
11 to 20 Years of Service	99	±1	7	15	14	52	12	0	±2	3.5	±0.1
21 to 30 Years of Service	99	±1	6	15	15	50	13	0	±2	3.5	±0.1
More Than 30 Years of Service	98	±1	6	13	14	52	14	0	±2	3.6	±0.1
GENDER & RACE/ETHNICITY											
Male	99	±1	6	15	16	50	12	0	±1	3.5	±0.1
Female	98	±1	6	14	13	51	15	0	±2	3.6	±0.1
Non-Hispanic White	99	±1	5	14	14	52	14	0	±1	3.5	±0.1
Total Minority	98	±1	8	17	18	46	11	0	±2	3.4	±0.1
Non-Hispanic Black	97	±1	9	18	16	45	11	0	±2	3.3	±0.1
Hispanic	99	±1	9	14	17	47	13	0	±3	3.4	±0.1
Non-Hispanic Asian	98	±1	5	15	22	48	11	0	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

b. Locality pay

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
OVERALL AND COMPONENT											
Total DoD	97	±1	7	12	17	44	13	8	±1	3.5	±0.1
Army	97	±1	7	12	17	44	12	7	±2	3.5	±0.1
Navy	97	±1	6	13	16	44	13	8	±2	3.5	±0.1
Marine Corps	96	±3	7	12	18	41	13	10	±5	3.4	±0.2
Air Force	98	±1	7	13	18	41	11	10	±2	3.4	±0.1
DoD Agencies/Field Activities	97	±1	5	11	15	47	15	7	±3	3.6	±0.1
PAY PLAN/GRADE											
White Collar Total	97	±1	6	13	15	48	14	4	±1	3.5	±0.1
GS 1 to 4	96	±2	9	11	24	38	8	9	±4	3.3	±0.1
GS 5 to 8	97	±1	9	16	19	42	10	4	±2	3.3	±0.1
GS 9 to 12	98	±1	5	12	14	51	14	3	±2	3.6	±0.1
GS/GM 13 to 15	97	±1	6	11	11	50	19	3	±3	3.7	±0.1
SES	97	±2	6	11	13	24	6	40	±5	3.2	±0.2
Blue Collar Total	97	±1	9	13	22	26	6	24	±2	3.1	±0.1
WG 1 to 5	97	±2	6	10	22	32	11	20	±6	3.4	±0.2
WG 6 to 9	96	±2	9	13	25	28	7	18	±4	3.2	±0.1
WG 10 to 15	97	±2	10	15	20	24	6	25	±3	3.0	±0.1
WS/WL 1 to 19	97	±2	8	12	20	24	5	31	±5	3.1	±0.2
NSPS Pay Plans	98	±1	4	9	14	55	16	2	±3	3.7	±0.1
Demo/APS Pay Plans	98	±1	3	8	13	56	18	1	±2	3.8	±0.1
NSPS STATUS											
Spiral 1.1	98	±1	4	9	14	55	16	2	±3	3.7	±0.1
All Others	97	±1	7	12	17	44	12	8	±1	3.5	±0.1
OCCUPATIONAL GROUPS											
Professional	98	±1	5	10	14	53	14	4	±2	3.6	±0.1
Administrative	98	±1	5	12	13	49	17	4	±2	3.6	±0.1
Technical	97	±1	8	14	18	46	11	3	±2	3.4	±0.1
Clerical	96	±2	8	14	22	40	11	5	±3	3.3	±0.1
Other White Collar	98	±1	10	16	17	43	11	3	±4	3.3	±0.1
Blue Collar	97	±1	8	13	22	27	6	24	±2	3.1	±0.1
Scientists	97	±2	4	10	16	55	13	1	±4	3.6	±0.1
Engineers	99	±1	5	11	15	53	13	2	±3	3.6	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	7	12	15	47	13	6	±3	3.5	±0.1
Manager	96	±2	7	11	13	44	17	7	±4	3.6	±0.1
Wage Leader	96	±3	9	10	21	25	6	29	±6	3.1	±0.2
Wage Supervisor	96	±3	9	13	21	26	5	27	±5	3.1	±0.2
Team Leader	98	±1	6	12	14	49	16	3	±3	3.6	±0.1
Non-Supervisor	97	±1	6	13	17	44	12	8	±1	3.5	±0.1
EDUCATION											
No College	96	±1	6	12	21	39	12	11	±3	3.4	±0.1
Some College	97	±1	7	13	18	40	11	11	±2	3.4	±0.1
4-Year Degree	98	±1	6	12	14	50	14	5	±2	3.6	±0.1
Graduate/Professional Degree	98	±1	6	11	13	50	16	4	±2	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
b. Locality pay

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	97	±1	7	13	16	44	13	8	±1	3.5	±0.1
Other Than Full-Time	95	±3	4	8	24	37	10	18	±5	3.5	±0.1
CONUS	97	±1	6	12	17	45	13	6	±1	3.5	±0.1
OCONUS	97	±2	9	11	17	29	7	27	±3	3.2	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	97	±1	6	12	15	46	14	7	±2	3.5	±0.1
In Bargaining Unit	97	±1	7	13	19	41	11	9	±2	3.4	±0.1
DISABILITY											
No Disability	97	±1	6	12	16	45	13	8	±1	3.5	±0.1
Disability	97	±1	9	14	18	40	10	9	±2	3.3	±0.1
Targeted Disability	97	±2	10	15	16	40	9	10	±4	3.3	±0.1
Other Disability	97	±1	8	14	19	40	10	9	±3	3.3	±0.1
VETERAN/PREFERENCE											
Non-Veteran	98	±1	6	11	16	46	14	6	±2	3.6	±0.1
Veteran	97	±1	8	13	17	41	10	11	±2	3.4	±0.1
10 Point, 30%	97	±1	10	14	17	39	9	9	±3	3.3	±0.1
10 Point, Not 30%	97	±2	8	14	16	42	11	9	±4	3.4	±0.1
5 Point	96	±1	8	13	17	41	10	11	±2	3.4	±0.1
No Preference	98	±2	7	12	16	41	12	12	±4	3.4	±0.1
TYPE OF APPOINTMENT											
Permanent	97	±1	7	13	16	44	13	8	±1	3.5	±0.1
Non-Permanent	96	±2	5	8	20	38	12	16	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	97	±1	6	12	15	46	14	8	±2	3.5	±0.1
FERS	97	±1	7	13	17	44	12	8	±1	3.4	±0.1
Other Plan	95	±2	5	10	23	36	12	15	±4	3.5	±0.1
Not Eligible	97	±1	6	12	17	44	13	8	±2	3.5	±0.1
Optional Eligible	97	±1	7	13	17	44	12	9	±2	3.4	±0.1
Discontinued Service	97	±1	7	13	16	43	13	8	±3	3.5	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	8	11	19	41	11	10	±3	3.4	±0.1
30 to 39 Years Old	98	±1	8	12	18	41	12	8	±3	3.4	±0.1
40 to 49 Years Old	98	±1	7	13	16	44	12	8	±2	3.5	±0.1
50 to 59 Years Old	97	±1	6	12	16	45	13	8	±2	3.5	±0.1
60 Years Old or More	96	±1	5	11	16	46	15	7	±3	3.6	±0.1
6 Months to 4 Years of Service	97	±1	6	11	20	43	10	10	±3	3.4	±0.1
5 to 10 Years of Service	97	±1	8	12	18	42	12	9	±3	3.4	±0.1
11 to 20 Years of Service	98	±1	7	13	16	45	12	7	±2	3.5	±0.1
21 to 30 Years of Service	97	±1	6	13	16	44	13	8	±2	3.5	±0.1
More Than 30 Years of Service	97	±1	5	11	15	44	14	10	±2	3.6	±0.1
GENDER & RACE/ETHNICITY											
Male	97	±1	7	13	17	42	11	10	±1	3.4	±0.1
Female	97	±1	5	12	15	47	16	6	±2	3.6	±0.1
Non-Hispanic White	97	±1	6	12	16	45	13	8	±1	3.5	±0.1
Total Minority	97	±1	8	14	19	40	11	9	±2	3.3	±0.1
Non-Hispanic Black	97	±1	8	16	18	42	10	6	±2	3.3	±0.1
Hispanic	98	±1	8	13	19	40	13	7	±3	3.4	±0.1
Non-Hispanic Asian	97	±2	7	12	19	36	9	17	±3	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

c. Special pays (e.g., incentives, bonuses)

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
OVERALL AND COMPONENT											
Total DoD	97	±1	14	19	23	27	8	9	±1	3.0	±0.1
Army	97	±1	14	19	23	29	8	8	±2	3.0	±0.1
Navy	98	±1	15	21	24	25	6	8	±2	2.8	±0.1
Marine Corps	97	±2	16	21	21	23	7	12	±5	2.8	±0.2
Air Force	98	±1	13	18	24	28	7	10	±2	3.0	±0.1
DoD Agencies/Field Activities	97	±1	13	18	22	28	9	9	±3	3.0	±0.1
PAY PLAN/GRADE											
White Collar Total	97	±1	13	19	23	28	8	9	±1	3.0	±0.1
GS 1 to 4	95	±2	16	17	23	22	7	15	±4	2.9	±0.1
GS 5 to 8	97	±1	16	20	23	26	6	9	±2	2.8	±0.1
GS 9 to 12	98	±1	12	19	24	30	8	8	±2	3.0	±0.1
GS/GM 13 to 15	98	±1	11	20	21	29	10	9	±3	3.1	±0.1
SES	99	±2	9	14	17	37	9	14	±5	3.3	±0.2
Blue Collar Total	98	±1	17	19	24	25	6	9	±2	2.8	±0.1
WG 1 to 5	98	±2	14	19	23	22	13	8	±5	3.0	±0.2
WG 6 to 9	97	±2	17	18	23	28	7	7	±4	2.9	±0.1
WG 10 to 15	98	±1	19	20	24	23	4	10	±3	2.7	±0.1
WS/WL 1 to 19	98	±2	14	19	26	27	5	9	±4	2.9	±0.2
NSPS Pay Plans	98	±1	11	18	22	31	8	9	±2	3.1	±0.1
Demo/APS Pay Plans	98	±1	10	18	26	31	8	6	±2	3.1	±0.1
NSPS STATUS											
Spiral 1.1	98	±1	11	18	22	31	8	9	±2	3.1	±0.1
All Others	97	±1	14	19	23	27	8	9	±1	3.0	±0.1
OCCUPATIONAL GROUPS											
Professional	98	±1	12	20	25	28	7	9	±2	3.0	±0.1
Administrative	98	±1	11	18	22	30	10	9	±2	3.1	±0.1
Technical	97	±1	15	20	23	25	7	9	±2	2.9	±0.1
Clerical	96	±1	14	19	23	26	8	10	±3	2.9	±0.1
Other White Collar	97	±2	19	20	20	27	7	7	±4	2.8	±0.1
Blue Collar	97	±1	17	19	24	25	6	9	±2	2.8	±0.1
Scientists	98	±1	10	19	24	34	7	6	±4	3.1	±0.1
Engineers	98	±1	13	21	26	30	5	5	±3	2.9	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	12	19	24	29	8	8	±3	3.0	±0.1
Manager	97	±2	12	20	21	25	9	13	±4	3.0	±0.1
Wage Leader	96	±3	17	16	26	23	8	10	±6	2.9	±0.2
Wage Supervisor	96	±3	13	18	28	29	3	9	±6	2.9	±0.2
Team Leader	98	±1	14	21	23	29	8	6	±3	3.0	±0.1
Non-Supervisor	98	±1	14	19	23	27	7	9	±1	2.9	±0.1
EDUCATION											
No College	97	±1	14	19	23	28	9	7	±2	3.0	±0.1
Some College	97	±1	15	19	23	26	7	9	±2	2.9	±0.1
4-Year Degree	98	±1	12	20	24	29	7	8	±2	3.0	±0.1
Graduate/Professional Degree	98	±1	13	18	24	27	7	11	±2	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
c. Special pays (e.g., incentives, bonuses)

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	98	±1	14	19	23	28	8	9	±1	3.0	±0.1
Other Than Full-Time	96	±3	9	14	25	23	9	22	±5	3.1	±0.2
CONUS	98	±1	14	19	23	28	8	8	±1	3.0	±0.1
OCONUS	97	±2	14	16	25	23	6	15	±3	2.9	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	97	±1	12	19	23	28	8	9	±1	3.0	±0.1
In Bargaining Unit	97	±1	15	19	23	27	7	8	±2	2.9	±0.1
DISABILITY											
No Disability	98	±1	13	19	23	28	8	9	±1	3.0	±0.1
Disability	97	±1	18	20	23	23	6	11	±2	2.8	±0.1
Targeted Disability	98	±1	20	20	22	22	7	9	±3	2.7	±0.1
Other Disability	97	±1	17	20	23	24	6	11	±2	2.8	±0.1
VETERAN/PREFERENCE											
Non-Veteran	98	±1	13	19	23	29	8	7	±1	3.0	±0.1
Veteran	97	±1	14	19	24	26	6	11	±2	2.9	±0.1
10 Point, 30%	97	±1	15	18	23	24	7	13	±3	2.9	±0.1
10 Point, Not 30%	97	±1	15	17	22	26	6	14	±4	2.9	±0.1
5 Point	97	±1	14	19	25	26	6	10	±2	2.9	±0.1
No Preference	98	±1	13	19	23	25	7	13	±4	2.9	±0.1
TYPE OF APPOINTMENT											
Permanent	98	±1	14	19	23	28	7	8	±1	2.9	±0.1
Non-Permanent	96	±2	8	13	25	23	9	21	±4	3.1	±0.2
RETIREMENT PLAN/ELIGIBILITY											
CSRS	97	±1	13	20	22	29	8	7	±2	3.0	±0.1
FERS	98	±1	14	19	24	27	7	9	±1	2.9	±0.1
Other Plan	96	±2	11	16	26	22	8	17	±4	3.0	±0.1
Not Eligible	98	±1	13	19	23	27	8	9	±2	3.0	±0.1
Optional Eligible	97	±1	14	19	24	28	7	9	±2	2.9	±0.1
Discontinued Service	97	±1	15	20	23	29	6	8	±3	2.9	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	14	18	24	26	8	10	±3	3.0	±0.1
30 to 39 Years Old	98	±1	16	19	23	26	7	9	±3	2.9	±0.1
40 to 49 Years Old	98	±1	13	20	23	27	7	9	±2	2.9	±0.1
50 to 59 Years Old	97	±1	14	19	23	28	8	9	±2	3.0	±0.1
60 Years Old or More	97	±1	11	17	26	28	8	10	±3	3.1	±0.1
6 Months to 4 Years of Service	97	±1	11	17	27	26	8	11	±3	3.0	±0.1
5 to 10 Years of Service	98	±1	15	18	24	26	8	9	±3	2.9	±0.1
11 to 20 Years of Service	98	±1	15	20	22	28	7	7	±2	2.9	±0.1
21 to 30 Years of Service	98	±1	13	20	23	28	8	9	±2	3.0	±0.1
More Than 30 Years of Service	97	±1	14	18	23	28	7	10	±2	3.0	±0.1
GENDER & RACE/ETHNICITY											
Male	98	±1	14	19	24	27	6	9	±1	2.9	±0.1
Female	97	±1	13	19	22	28	9	10	±2	3.0	±0.1
Non-Hispanic White	98	±1	13	20	23	28	8	9	±1	3.0	±0.1
Total Minority	97	±1	15	18	24	26	8	10	±2	2.9	±0.1
Non-Hispanic Black	96	±1	15	18	22	27	8	10	±2	2.9	±0.1
Hispanic	98	±1	16	19	23	25	9	8	±3	2.9	±0.1
Non-Hispanic Asian	97	±1	12	16	28	26	6	12	±3	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

d. Retirement benefits

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
OVERALL AND COMPONENT											
Total DoD	97	±1	4	9	26	42	11	7	±1	3.5	±0.1
Army	97	±1	4	10	26	43	10	7	±2	3.5	±0.1
Navy	97	±1	4	8	25	45	11	6	±2	3.5	±0.1
Marine Corps	97	±3	6	8	26	44	9	7	±5	3.5	±0.1
Air Force	98	±1	5	11	28	40	10	7	±2	3.4	±0.1
DoD Agencies/Field Activities	97	±1	5	9	25	40	13	9	±3	3.5	±0.1
PAY PLAN/GRADE											
White Collar Total	97	±1	4	9	25	43	11	7	±1	3.5	±0.1
GS 1 to 4	96	±2	5	7	30	33	8	17	±4	3.4	±0.1
GS 5 to 8	97	±1	5	10	29	40	8	8	±2	3.4	±0.1
GS 9 to 12	97	±1	4	9	25	45	11	6	±2	3.5	±0.1
GS/GM 13 to 15	98	±1	4	9	21	45	15	5	±3	3.6	±0.1
SES	97	±2	1	7	16	47	23	5	±5	3.9	±0.1
Blue Collar Total	97	±1	6	11	29	38	9	7	±2	3.4	±0.1
WG 1 to 5	98	±2	4	7	28	36	11	13	±6	3.5	±0.2
WG 6 to 9	97	±2	6	9	29	39	10	7	±4	3.4	±0.1
WG 10 to 15	97	±2	6	12	30	37	7	7	±3	3.3	±0.1
WS/WL 1 to 19	98	±2	6	12	28	40	9	5	±5	3.4	±0.1
NSPS Pay Plans	98	±1	3	7	21	49	14	6	±3	3.7	±0.1
Demo/APS Pay Plans	98	±1	2	8	24	49	13	5	±2	3.7	±0.1
NSPS STATUS											
Spiral 1.1	98	±1	3	7	21	49	14	6	±3	3.7	±0.1
All Others	97	±1	5	10	26	42	11	7	±1	3.5	±0.1
OCCUPATIONAL GROUPS											
Professional	98	±1	3	9	24	47	11	7	±2	3.6	±0.1
Administrative	97	±1	4	9	23	44	13	6	±2	3.6	±0.1
Technical	97	±1	4	9	28	41	9	8	±2	3.5	±0.1
Clerical	96	±1	4	9	31	36	9	11	±3	3.4	±0.1
Other White Collar	98	±1	10	13	24	41	8	4	±4	3.2	±0.1
Blue Collar	97	±1	6	11	29	39	9	7	±2	3.4	±0.1
Scientists	97	±2	3	9	24	49	11	4	±4	3.6	±0.1
Engineers	99	±1	3	8	25	47	10	6	±3	3.6	±0.1
SUPERVISOR/MANAGER											
Supervisor	97	±1	5	11	23	45	12	4	±3	3.5	±0.1
Manager	98	±2	4	11	22	43	15	4	±4	3.6	±0.1
Wage Leader	97	±3	6	10	30	37	9	8	±6	3.4	±0.2
Wage Supervisor	97	±3	7	12	28	39	8	6	±6	3.3	±0.2
Team Leader	98	±1	4	9	25	44	12	5	±3	3.5	±0.1
Non-Supervisor	97	±1	4	9	27	42	10	8	±1	3.5	±0.1
EDUCATION											
No College	96	±1	5	9	28	41	12	6	±3	3.5	±0.1
Some College	97	±1	5	10	27	41	10	8	±2	3.5	±0.1
4-Year Degree	98	±1	4	10	24	45	11	7	±2	3.5	±0.1
Graduate/Professional Degree	98	±1	4	9	24	45	11	7	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
d. Retirement benefits

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	97	±1	5	10	26	43	11	6	±1	3.5	±0.1
Other Than Full-Time	96	±2	4	5	31	25	7	28	±5	3.4	±0.2
CONUS	97	±1	4	9	26	43	11	7	±1	3.5	±0.1
OCONUS	98	±1	6	9	27	40	8	10	±4	3.4	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	97	±1	4	9	24	44	12	7	±2	3.5	±0.1
In Bargaining Unit	97	±1	5	10	28	41	10	7	±2	3.4	±0.1
DISABILITY											
No Disability	97	±1	4	9	26	43	11	7	±1	3.5	±0.1
Disability	97	±1	6	12	28	38	9	7	±2	3.3	±0.1
Targeted Disability	96	±2	6	13	28	37	9	8	±4	3.3	±0.1
Other Disability	97	±1	6	12	28	39	9	6	±3	3.3	±0.1
VETERAN/PREFERENCE											
Non-Veteran	97	±1	4	8	25	43	12	8	±2	3.6	±0.1
Veteran	97	±1	6	11	27	41	9	6	±2	3.4	±0.1
10 Point, 30%	97	±1	6	12	29	39	9	6	±3	3.3	±0.1
10 Point, Not 30%	97	±2	6	11	26	43	9	7	±4	3.4	±0.1
5 Point	97	±1	6	11	26	42	9	6	±2	3.4	±0.1
No Preference	98	±1	6	12	26	39	10	7	±4	3.4	±0.1
TYPE OF APPOINTMENT											
Permanent	97	±1	5	10	26	43	11	6	±1	3.5	±0.1
Non-Permanent	96	±2	4	6	28	29	8	25	±4	3.4	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	97	±1	3	7	21	47	15	7	±2	3.7	±0.1
FERS	97	±1	5	11	28	41	9	6	±1	3.4	±0.1
Other Plan	96	±2	4	8	27	27	8	25	±4	3.3	±0.1
Not Eligible	98	±1	4	9	27	41	10	9	±2	3.5	±0.1
Optional Eligible	97	±1	5	10	25	44	11	5	±2	3.5	±0.1
Discontinued Service	98	±1	4	10	25	43	12	6	±3	3.5	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	3	6	27	41	10	13	±3	3.6	±0.1
30 to 39 Years Old	98	±1	4	9	28	41	9	8	±3	3.5	±0.1
40 to 49 Years Old	98	±1	5	9	28	42	9	7	±2	3.5	±0.1
50 to 59 Years Old	97	±1	5	10	24	43	12	6	±2	3.5	±0.1
60 Years Old or More	97	±1	5	10	23	44	13	5	±3	3.5	±0.1
6 Months to 4 Years of Service	97	±1	3	8	28	41	9	12	±3	3.5	±0.1
5 to 10 Years of Service	97	±1	4	9	28	41	10	7	±3	3.5	±0.1
11 to 20 Years of Service	98	±1	6	10	28	41	9	7	±2	3.4	±0.1
21 to 30 Years of Service	97	±1	5	10	25	43	11	6	±2	3.5	±0.1
More Than 30 Years of Service	97	±1	4	9	20	47	16	5	±2	3.6	±0.1
GENDER & RACE/ETHNICITY											
Male	97	±1	5	11	26	43	10	6	±1	3.4	±0.1
Female	97	±1	3	8	26	42	12	9	±2	3.6	±0.1
Non-Hispanic White	97	±1	4	10	25	43	11	7	±1	3.5	±0.1
Total Minority	97	±1	5	9	29	40	9	8	±2	3.4	±0.1
Non-Hispanic Black	96	±1	4	10	28	39	9	10	±2	3.4	±0.1
Hispanic	98	±1	5	9	29	41	10	6	±3	3.4	±0.1
Non-Hispanic Asian	97	±2	4	7	30	42	9	7	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

e. Thrift Savings Plan (TSP)

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages						Max ME	Average Satisfaction	
			1	2	3	4	5	6			
OVERALL AND COMPONENT											
Total DoD	98	±1	2	3	18	53	20	5	±1	3.9	±0.1
Army	98	±1	2	3	18	54	19	5	±2	3.9	±0.1
Navy	99	±1	1	3	17	55	19	4	±2	3.9	±0.1
Marine Corps	98	±2	1	2	22	51	20	3	±5	3.9	±0.1
Air Force	99	±1	2	4	19	53	19	4	±2	3.9	±0.1
DoD Agencies/Field Activities	98	±1	2	3	17	50	23	7	±3	4.0	±0.1
PAY PLAN/GRADE											
White Collar Total	98	±1	2	3	17	53	20	5	±1	3.9	±0.1
GS 1 to 4	97	±2	2	4	20	44	15	16	±4	3.8	±0.1
GS 5 to 8	97	±1	2	3	21	52	18	5	±2	3.8	±0.1
GS 9 to 12	98	±1	2	3	16	55	21	3	±2	3.9	±0.1
GS/GM 13 to 15	98	±1	1	3	15	54	23	4	±3	4.0	±0.1
SES	99	±2	1	2	11	52	31	4	±5	4.2	±0.1
Blue Collar Total	98	±1	1	3	20	52	17	6	±2	3.9	±0.1
WG 1 to 5	98	±2	1	3	21	41	19	14	±6	3.9	±0.1
WG 6 to 9	98	±1	2	3	20	51	19	5	±4	3.9	±0.1
WG 10 to 15	99	±1	1	4	20	57	15	3	±3	3.8	±0.1
WS/WL 1 to 19	99	±1	2	4	19	49	19	8	±5	3.9	±0.1
NSPS Pay Plans	98	±1	1	3	13	58	22	3	±3	4.0	±0.1
Demo/APS Pay Plans	99	±1	1	3	16	56	21	2	±2	3.9	±0.1
NSPS STATUS											
Spiral 1.1	98	±1	1	3	13	58	22	3	±3	4.0	±0.1
All Others	98	±1	2	3	18	53	20	5	±1	3.9	±0.1
OCCUPATIONAL GROUPS											
Professional	99	±1	1	3	16	57	20	4	±2	3.9	±0.1
Administrative	98	±1	1	3	16	54	23	4	±2	4.0	±0.1
Technical	97	±1	2	3	20	52	18	6	±2	3.9	±0.1
Clerical	97	±1	2	3	21	48	16	10	±3	3.8	±0.1
Other White Collar	99	±1	4	3	20	53	17	3	±4	3.8	±0.1
Blue Collar	98	±1	1	3	19	53	17	6	±2	3.9	±0.1
Scientists	98	±1	1	3	15	57	20	4	±4	3.9	±0.1
Engineers	99	±1	1	3	17	59	18	2	±3	3.9	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	1	3	17	54	21	4	±3	3.9	±0.1
Manager	97	±2	1	3	16	50	25	4	±4	4.0	±0.1
Wage Leader	97	±3	3	3	20	46	19	9	±6	3.8	±0.2
Wage Supervisor	98	±2	2	5	20	49	20	6	±6	3.8	±0.1
Team Leader	98	±1	1	3	18	53	21	2	±3	3.9	±0.1
Non-Supervisor	98	±1	2	3	18	54	19	5	±1	3.9	±0.1
EDUCATION											
No College	98	±1	1	3	19	50	18	8	±3	3.9	±0.1
Some College	98	±1	1	3	19	53	19	5	±2	3.9	±0.1
4-Year Degree	99	±1	2	3	16	56	20	3	±2	3.9	±0.1
Graduate/Professional Degree	98	±1	2	3	15	55	22	3	±2	4.0	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
e. Thrift Savings Plan (TSP)

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	98	±1	2	3	18	54	20	4	±1	3.9	±0.1
Other Than Full-Time	97	±2	1	3	22	37	13	25	±5	3.8	±0.1
CONUS	98	±1	1	3	18	54	20	5	±1	3.9	±0.1
OCONUS	98	±1	2	3	17	52	21	6	±4	3.9	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	98	±1	1	3	17	54	20	5	±2	3.9	±0.1
In Bargaining Unit	98	±1	2	3	19	53	19	5	±2	3.9	±0.1
DISABILITY											
No Disability	98	±1	1	3	17	54	20	5	±1	3.9	±0.1
Disability	98	±1	2	3	20	52	19	5	±2	3.9	±0.1
Targeted Disability	98	±1	2	3	20	51	19	5	±4	3.9	±0.1
Other Disability	98	±1	2	3	20	52	18	5	±3	3.9	±0.1
VETERAN/PREFERENCE											
Non-Veteran	98	±1	1	3	17	54	20	5	±2	3.9	±0.1
Veteran	98	±1	2	3	18	53	20	4	±2	3.9	±0.1
10 Point, 30%	98	±1	2	3	18	52	22	3	±3	3.9	±0.1
10 Point, Not 30%	99	±1	3	2	16	54	22	3	±4	3.9	±0.1
5 Point	98	±1	2	3	19	53	18	5	±2	3.9	±0.1
No Preference	99	±1	2	4	15	55	22	3	±4	3.9	±0.1
TYPE OF APPOINTMENT											
Permanent	98	±1	1	3	17	54	20	4	±1	3.9	±0.1
Non-Permanent	97	±2	3	3	23	35	13	23	±4	3.7	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	98	±1	1	3	21	48	17	11	±2	3.9	±0.1
FERS	98	±1	2	3	16	57	21	1	±1	3.9	±0.1
Other Plan	96	±2	2	4	25	34	11	25	±4	3.6	±0.1
Not Eligible	98	±1	1	3	18	53	20	5	±2	3.9	±0.1
Optional Eligible	98	±1	2	3	17	54	20	5	±2	3.9	±0.1
Discontinued Service	99	±1	1	3	19	51	19	7	±3	3.9	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	1	2	18	53	18	8	±3	3.9	±0.1
30 to 39 Years Old	98	±1	1	3	18	55	20	3	±3	3.9	±0.1
40 to 49 Years Old	98	±1	2	3	18	56	19	3	±2	3.9	±0.1
50 to 59 Years Old	98	±1	1	3	18	52	20	6	±2	3.9	±0.1
60 Years Old or More	98	±1	1	3	16	49	24	8	±3	4.0	±0.1
6 Months to 4 Years of Service	98	±1	1	3	20	51	17	8	±3	3.9	±0.1
5 to 10 Years of Service	98	±1	1	3	16	57	21	2	±3	3.9	±0.1
11 to 20 Years of Service	98	±1	2	3	17	57	21	1	±2	3.9	±0.1
21 to 30 Years of Service	98	±1	2	3	18	53	19	5	±2	3.9	±0.1
More Than 30 Years of Service	98	±1	1	2	18	48	21	10	±2	3.9	±0.1
GENDER & RACE/ETHNICITY											
Male	98	±1	2	3	18	54	19	4	±1	3.9	±0.1
Female	98	±1	1	3	17	53	20	6	±2	3.9	±0.1
Non-Hispanic White	99	±1	1	3	17	54	20	5	±1	3.9	±0.1
Total Minority	97	±1	2	3	20	51	19	5	±2	3.9	±0.1
Non-Hispanic Black	96	±1	2	3	19	52	19	5	±2	3.9	±0.1
Hispanic	98	±1	2	3	20	50	21	5	±3	3.9	±0.1
Non-Hispanic Asian	97	±1	1	2	19	56	17	4	±4	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

f. Annual leave

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
OVERALL AND COMPONENT											
Total DoD	99	±1	2	4	7	54	32	1	±1	4.1	±0.1
Army	98	±1	1	5	7	55	31	0	±2	4.1	±0.1
Navy	99	±1	2	3	7	54	34	0	±2	4.2	±0.1
Marine Corps	98	±2	2	4	7	53	34	0	±5	4.1	±0.1
Air Force	99	±1	2	5	8	55	30	0	±2	4.1	±0.1
DoD Agencies/Field Activities	99	±1	1	3	7	51	35	2	±3	4.2	±0.1
PAY PLAN/GRADE											
White Collar Total	99	±1	2	4	7	54	33	1	±1	4.1	±0.1
GS 1 to 4	98	±2	3	6	9	52	28	2	±4	4.0	±0.1
GS 5 to 8	98	±1	3	6	8	55	29	0	±2	4.0	±0.1
GS 9 to 12	99	±1	1	4	7	55	33	0	±2	4.1	±0.1
GS/GM 13 to 15	99	±1	1	3	4	51	40	0	±3	4.3	±0.1
SES	99	±2	1	1	5	48	44	0	±5	4.3	±0.1
Blue Collar Total	99	±1	1	4	9	56	30	0	±2	4.1	±0.1
WG 1 to 5	99	±1	2	4	10	52	31	1	±6	4.1	±0.1
WG 6 to 9	99	±1	2	5	10	54	29	0	±4	4.1	±0.1
WG 10 to 15	99	±1	1	5	9	59	26	0	±3	4.0	±0.1
WS/WL 1 to 19	99	±1	1	2	7	55	35	0	±5	4.2	±0.1
NSPS Pay Plans	99	±1	1	2	5	55	36	0	±3	4.2	±0.1
Demo/APS Pay Plans	99	±1	1	3	6	55	35	0	±2	4.2	±0.1
NSPS STATUS											
Spiral 1.1	99	±1	1	2	5	55	36	0	±3	4.2	±0.1
All Others	99	±1	2	4	7	54	32	1	±1	4.1	±0.1
OCCUPATIONAL GROUPS											
Professional	99	±1	1	3	7	54	32	2	±2	4.2	±0.1
Administrative	99	±1	1	4	6	53	36	0	±2	4.2	±0.1
Technical	98	±1	2	4	8	55	31	0	±2	4.1	±0.1
Clerical	98	±1	2	6	8	52	31	0	±3	4.0	±0.1
Other White Collar	99	±1	7	11	10	54	19	0	±4	3.7	±0.1
Blue Collar	99	±1	1	4	9	56	30	0	±2	4.1	±0.1
Scientists	98	±1	1	4	6	54	34	0	±4	4.2	±0.1
Engineers	99	±1	1	2	6	57	35	0	±3	4.2	±0.1
SUPERVISOR/MANAGER											
Supervisor	99	±1	1	4	7	51	36	0	±3	4.2	±0.1
Manager	98	±1	2	3	6	51	37	0	±4	4.2	±0.1
Wage Leader	98	±2	1	3	10	55	31	0	±7	4.1	±0.1
Wage Supervisor	98	±2	1	3	6	56	34	0	±6	4.2	±0.1
Team Leader	99	±1	2	5	6	52	35	0	±3	4.1	±0.1
Non-Supervisor	99	±1	2	4	8	55	30	1	±1	4.1	±0.1
EDUCATION											
No College	99	±1	1	4	8	55	33	0	±3	4.1	±0.1
Some College	99	±1	2	4	8	54	32	0	±2	4.1	±0.1
4-Year Degree	99	±1	1	4	7	56	32	1	±2	4.1	±0.1
Graduate/Professional Degree	99	±1	2	5	7	51	33	1	±2	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
f. Annual leave

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	99	±1	1	4	7	54	32	0	±1	4.1	±0.1
Other Than Full-Time	97	±2	4	6	12	43	23	11	±5	3.9	±0.2
CONUS	99	±1	1	4	7	55	33	0	±1	4.1	±0.1
OCONUS	98	±1	3	7	12	50	25	4	±4	3.9	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	99	±1	1	4	6	53	34	1	±2	4.2	±0.1
In Bargaining Unit	99	±1	2	5	9	55	30	0	±2	4.1	±0.1
DISABILITY											
No Disability	99	±1	1	4	7	54	33	1	±1	4.1	±0.1
Disability	99	±1	3	6	9	54	27	0	±2	4.0	±0.1
Targeted Disability	99	±1	2	6	9	55	29	0	±4	4.0	±0.1
Other Disability	99	±1	3	7	10	54	26	0	±3	3.9	±0.1
VETERAN/PREFERENCE											
Non-Veteran	99	±1	1	3	7	54	34	1	±2	4.2	±0.1
Veteran	99	±1	2	5	8	55	30	0	±2	4.1	±0.1
10 Point, 30%	99	±1	4	10	10	52	23	0	±3	3.8	±0.1
10 Point, Not 30%	99	±1	3	5	9	54	28	0	±4	4.0	±0.1
5 Point	98	±1	1	4	7	56	32	0	±2	4.1	±0.1
No Preference	99	±1	2	5	8	53	32	0	±4	4.1	±0.1
TYPE OF APPOINTMENT											
Permanent	99	±1	1	4	7	55	32	0	±1	4.1	±0.1
Non-Permanent	97	±2	2	7	13	45	27	6	±4	3.9	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	99	±1	1	2	6	52	40	0	±2	4.3	±0.1
FERS	99	±1	2	5	8	55	29	0	±1	4.1	±0.1
Other Plan	97	±2	2	5	12	47	28	6	±4	4.0	±0.1
Not Eligible	99	±1	2	5	8	54	31	1	±2	4.1	±0.1
Optional Eligible	99	±1	2	4	7	54	33	0	±2	4.1	±0.1
Discontinued Service	99	±1	1	3	7	55	35	0	±3	4.2	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	2	7	11	53	26	1	±3	4.0	±0.1
30 to 39 Years Old	99	±1	2	5	9	56	27	1	±3	4.0	±0.1
40 to 49 Years Old	99	±1	2	5	8	54	31	0	±2	4.1	±0.1
50 to 59 Years Old	99	±1	1	3	6	54	36	0	±2	4.2	±0.1
60 Years Old or More	99	±1	1	2	5	53	38	1	±3	4.3	±0.1
6 Months to 4 Years of Service	98	±1	3	8	12	52	22	2	±3	3.9	±0.1
5 to 10 Years of Service	98	±1	2	5	8	57	27	1	±3	4.0	±0.1
11 to 20 Years of Service	99	±1	1	3	7	57	32	0	±2	4.2	±0.1
21 to 30 Years of Service	99	±1	2	4	6	53	34	0	±2	4.1	±0.1
More Than 30 Years of Service	99	±1	1	2	5	52	40	0	±2	4.3	±0.1
GENDER & RACE/ETHNICITY											
Male	99	±1	2	5	8	54	31	0	±1	4.1	±0.1
Female	99	±1	1	3	7	54	34	1	±2	4.2	±0.1
Non-Hispanic White	99	±1	1	4	6	54	33	1	±1	4.1	±0.1
Total Minority	98	±1	2	4	10	54	29	1	±2	4.1	±0.1
Non-Hispanic Black	98	±1	2	5	9	54	30	0	±2	4.1	±0.1
Hispanic	99	±1	2	4	10	54	30	1	±3	4.1	±0.1
Non-Hispanic Asian	98	±1	1	2	11	59	26	1	±4	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
g. Sick leave

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
OVERALL AND COMPONENT											
Total DoD	99	±1	2	5	8	54	30	0	±1	4.1	±0.1
Army	98	±1	2	5	9	55	29	0	±2	4.0	±0.1
Navy	99	±1	2	4	8	54	31	0	±2	4.1	±0.1
Marine Corps	99	±2	3	4	10	52	30	0	±5	4.0	±0.1
Air Force	99	±1	2	6	9	55	28	0	±2	4.0	±0.1
DoD Agencies/Field Activities	98	±1	2	4	8	51	33	1	±3	4.1	±0.1
PAY PLAN/GRADE											
White Collar Total	98	±1	2	5	8	54	30	0	±1	4.1	±0.1
GS 1 to 4	98	±2	3	8	10	51	26	1	±4	3.9	±0.1
GS 5 to 8	98	±1	3	7	10	54	26	0	±2	3.9	±0.1
GS 9 to 12	99	±1	1	5	8	55	31	0	±2	4.1	±0.1
GS/GM 13 to 15	99	±1	2	3	6	52	37	0	±3	4.2	±0.1
SES	99	±2	2	1	6	50	40	0	±5	4.3	±0.1
Blue Collar Total	99	±1	2	5	10	55	27	0	±2	4.0	±0.1
WG 1 to 5	99	±1	3	5	12	48	30	1	±6	4.0	±0.1
WG 6 to 9	99	±1	2	5	12	53	28	0	±4	4.0	±0.1
WG 10 to 15	99	±1	2	6	10	59	24	0	±3	4.0	±0.1
WS/WL 1 to 19	99	±1	2	4	9	54	31	0	±5	4.1	±0.1
NSPS Pay Plans	99	±1	1	4	7	56	33	0	±3	4.2	±0.1
Demo/APS Pay Plans	99	±1	1	3	7	56	34	0	±2	4.2	±0.1
NSPS STATUS											
Spiral 1.1	99	±1	1	4	7	56	33	0	±3	4.2	±0.1
All Others	99	±1	2	5	9	54	30	0	±1	4.1	±0.1
OCCUPATIONAL GROUPS											
Professional	99	±1	1	3	8	56	31	1	±2	4.1	±0.1
Administrative	99	±1	2	5	7	53	33	0	±2	4.1	±0.1
Technical	98	±1	2	5	9	55	29	0	±2	4.0	±0.1
Clerical	97	±1	3	7	11	51	28	0	±3	4.0	±0.1
Other White Collar	99	±1	8	13	10	52	18	0	±4	3.6	±0.1
Blue Collar	99	±1	2	5	10	55	27	0	±2	4.0	±0.1
Scientists	99	±1	1	3	6	57	32	0	±4	4.2	±0.1
Engineers	99	±1	1	2	7	57	33	0	±3	4.2	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	2	5	7	52	34	0	±3	4.1	±0.1
Manager	98	±2	2	4	7	51	35	0	±4	4.1	±0.1
Wage Leader	98	±2	2	4	13	54	27	0	±7	4.0	±0.1
Wage Supervisor	98	±2	2	5	7	57	30	0	±6	4.1	±0.1
Team Leader	99	±1	3	4	8	53	33	0	±3	4.1	±0.1
Non-Supervisor	99	±1	2	5	9	55	29	0	±1	4.0	±0.1
EDUCATION											
No College	98	±1	2	6	9	54	29	0	±3	4.0	±0.1
Some College	99	±1	2	6	9	54	30	0	±2	4.0	±0.1
4-Year Degree	99	±1	2	5	7	56	30	1	±2	4.1	±0.1
Graduate/Professional Degree	99	±1	2	4	8	54	32	0	±2	4.1	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
g. Sick leave

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	99	±1	2	5	8	55	30	0	±1	4.1	±0.1
Other Than Full-Time	96	±2	3	6	13	44	25	9	±5	3.9	±0.2
CONUS	99	±1	2	5	8	54	31	0	±1	4.1	±0.1
OCONUS	98	±1	3	6	12	54	23	2	±4	3.9	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	98	±1	2	4	8	54	32	1	±2	4.1	±0.1
In Bargaining Unit	99	±1	2	6	10	55	28	0	±2	4.0	±0.1
DISABILITY											
No Disability	99	±1	2	5	8	54	31	0	±1	4.1	±0.1
Disability	99	±1	3	7	11	54	25	0	±2	3.9	±0.1
Targeted Disability	99	±1	2	7	10	54	25	0	±4	3.9	±0.1
Other Disability	99	±1	3	7	11	55	24	0	±3	3.9	±0.1
VETERAN/PREFERENCE											
Non-Veteran	99	±1	2	5	8	53	32	0	±2	4.1	±0.1
Veteran	99	±1	2	5	9	55	28	0	±2	4.0	±0.1
10 Point, 30%	99	±1	3	7	11	55	23	0	±3	3.9	±0.1
10 Point, Not 30%	99	±1	3	5	10	55	27	0	±4	4.0	±0.1
5 Point	98	±1	2	5	8	55	29	0	±2	4.1	±0.1
No Preference	99	±1	2	5	9	54	29	0	±4	4.0	±0.1
TYPE OF APPOINTMENT											
Permanent	99	±1	2	5	8	55	30	0	±1	4.1	±0.1
Non-Permanent	96	±2	2	6	13	47	28	5	±4	4.0	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	99	±1	1	4	7	52	37	0	±2	4.2	±0.1
FERS	99	±1	2	6	9	56	27	0	±1	4.0	±0.1
Other Plan	96	±2	2	5	12	49	27	4	±4	4.0	±0.1
Not Eligible	98	±1	2	5	9	54	30	0	±2	4.1	±0.1
Optional Eligible	99	±1	2	5	8	54	30	0	±2	4.1	±0.1
Discontinued Service	99	±1	2	6	8	53	32	0	±3	4.1	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	2	6	10	54	27	1	±3	4.0	±0.1
30 to 39 Years Old	99	±1	2	7	10	55	26	1	±3	4.0	±0.1
40 to 49 Years Old	99	±1	2	5	9	56	28	0	±2	4.0	±0.1
50 to 59 Years Old	99	±1	2	5	8	53	33	0	±2	4.1	±0.1
60 Years Old or More	99	±1	2	3	7	53	35	0	±3	4.2	±0.1
6 Months to 4 Years of Service	98	±1	2	6	12	55	23	2	±3	3.9	±0.1
5 to 10 Years of Service	98	±1	2	6	9	56	27	0	±3	4.0	±0.1
11 to 20 Years of Service	99	±1	2	5	8	55	29	0	±2	4.0	±0.1
21 to 30 Years of Service	99	±1	2	5	8	54	31	0	±2	4.1	±0.1
More Than 30 Years of Service	99	±1	1	4	6	51	38	0	±2	4.2	±0.1
GENDER & RACE/ETHNICITY											
Male	99	±1	2	4	9	55	30	0	±1	4.1	±0.1
Female	98	±1	2	6	8	53	31	1	±2	4.0	±0.1
Non-Hispanic White	99	±1	2	5	7	54	31	0	±1	4.1	±0.1
Total Minority	98	±1	2	6	11	54	26	0	±2	4.0	±0.1
Non-Hispanic Black	97	±1	3	7	10	53	28	0	±2	4.0	±0.1
Hispanic	99	±1	2	5	11	54	27	1	±3	4.0	±0.1
Non-Hispanic Asian	98	±1	1	3	12	60	23	0	±4	4.0	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
h. Health insurance

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
OVERALL AND COMPONENT											
Total DoD	99	±1	7	15	19	38	13	8	±1	3.4	±0.1
Army	98	±1	7	14	19	39	14	8	±2	3.4	±0.1
Navy	99	±1	5	14	19	42	15	6	±2	3.5	±0.1
Marine Corps	99	±2	5	14	19	36	18	7	±5	3.5	±0.2
Air Force	99	±1	9	16	21	34	11	9	±2	3.3	±0.1
DoD Agencies/Field Activities	99	±1	7	14	18	37	14	9	±3	3.4	±0.1
PAY PLAN/GRADE											
White Collar Total	98	±1	6	14	19	38	14	9	±1	3.4	±0.1
GS 1 to 4	97	±2	6	9	21	26	11	26	±4	3.4	±0.2
GS 5 to 8	98	±1	7	12	20	37	14	11	±2	3.4	±0.1
GS 9 to 12	99	±1	6	14	19	39	14	7	±2	3.4	±0.1
GS/GM 13 to 15	99	±1	6	16	18	40	15	5	±3	3.4	±0.1
SES	99	±2	4	7	14	47	21	6	±5	3.8	±0.1
Blue Collar Total	99	±1	10	17	20	35	12	6	±2	3.2	±0.1
WG 1 to 5	99	±1	5	10	21	34	13	16	±6	3.5	±0.2
WG 6 to 9	99	±1	9	14	22	36	14	5	±4	3.4	±0.1
WG 10 to 15	99	±1	12	19	20	34	9	5	±3	3.1	±0.1
WS/WL 1 to 19	99	±1	10	20	18	37	11	4	±5	3.2	±0.2
NSPS Pay Plans	99	±1	4	11	17	43	18	6	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	4	13	19	46	13	4	±2	3.5	±0.1
NSPS STATUS											
Spiral 1.1	99	±1	4	11	17	43	18	6	±3	3.6	±0.1
All Others	99	±1	7	15	19	38	13	8	±1	3.4	±0.1
OCCUPATIONAL GROUPS											
Professional	99	±1	5	14	19	44	12	6	±2	3.5	±0.1
Administrative	99	±1	6	15	18	38	16	7	±2	3.5	±0.1
Technical	98	±1	7	13	20	37	13	10	±2	3.4	±0.1
Clerical	97	±1	6	11	21	30	14	18	±3	3.4	±0.1
Other White Collar	99	±1	8	14	22	40	10	6	±4	3.3	±0.1
Blue Collar	99	±1	10	17	20	35	12	6	±2	3.2	±0.1
Scientists	99	±1	5	15	16	49	12	4	±4	3.5	±0.1
Engineers	99	±1	6	16	20	45	11	2	±3	3.4	±0.1
SUPERVISOR/MANAGER											
Supervisor	99	±1	7	14	19	40	16	5	±3	3.5	±0.1
Manager	98	±1	7	16	18	38	15	6	±4	3.4	±0.1
Wage Leader	98	±2	8	19	20	34	12	7	±6	3.2	±0.2
Wage Supervisor	98	±2	11	22	14	38	10	5	±6	3.2	±0.2
Team Leader	99	±1	7	15	20	38	14	6	±3	3.4	±0.1
Non-Supervisor	99	±1	7	14	19	38	13	9	±1	3.4	±0.1
EDUCATION											
No College	98	±1	7	14	19	38	15	7	±3	3.4	±0.1
Some College	98	±1	8	15	19	36	13	9	±2	3.3	±0.1
4-Year Degree	99	±1	6	14	20	41	13	7	±2	3.4	±0.1
Graduate/Professional Degree	99	±1	6	14	19	41	14	8	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
h. Health insurance

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	99	±1	7	15	19	39	14	7	±1	3.4	±0.1
Other Than Full-Time	96	±2	5	9	23	19	8	36	±5	3.3	±0.2
CONUS	99	±1	7	15	19	38	14	7	±1	3.4	±0.1
OCONUS	98	±1	7	13	21	37	11	12	±3	3.4	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	99	±1	6	14	19	39	14	8	±2	3.5	±0.1
In Bargaining Unit	98	±1	8	15	19	37	13	7	±2	3.3	±0.1
DISABILITY											
No Disability	99	±1	7	15	19	39	14	7	±1	3.4	±0.1
Disability	99	±1	8	14	22	33	13	10	±2	3.3	±0.1
Targeted Disability	98	±1	9	13	22	34	13	9	±4	3.3	±0.1
Other Disability	99	±1	8	14	22	33	13	10	±2	3.3	±0.1
VETERAN/PREFERENCE											
Non-Veteran	99	±1	6	14	18	40	15	7	±2	3.5	±0.1
Veteran	98	±1	8	15	21	35	11	9	±2	3.3	±0.1
10 Point, 30%	98	±1	8	12	26	27	11	16	±3	3.2	±0.1
10 Point, Not 30%	98	±1	9	13	22	32	10	13	±4	3.2	±0.1
5 Point	98	±1	8	17	20	37	12	7	±2	3.3	±0.1
No Preference	99	±1	9	13	19	37	13	8	±4	3.3	±0.1
TYPE OF APPOINTMENT											
Permanent	99	±1	7	15	19	39	14	7	±1	3.4	±0.1
Non-Permanent	97	±2	4	9	22	23	12	30	±4	3.4	±0.2
RETIREMENT PLAN/ELIGIBILITY											
CSRS	99	±1	6	15	16	43	16	3	±2	3.5	±0.1
FERS	99	±1	7	14	20	37	12	9	±1	3.4	±0.1
Other Plan	97	±2	6	12	21	24	11	25	±4	3.3	±0.1
Not Eligible	99	±1	7	15	21	36	12	9	±2	3.3	±0.1
Optional Eligible	98	±1	7	14	18	40	14	7	±2	3.4	±0.1
Discontinued Service	99	±1	7	17	18	39	14	5	±3	3.4	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	6	13	20	36	14	11	±3	3.4	±0.1
30 to 39 Years Old	98	±1	9	16	20	36	12	7	±3	3.3	±0.1
40 to 49 Years Old	99	±1	8	16	20	36	11	8	±2	3.3	±0.1
50 to 59 Years Old	99	±1	6	14	18	40	15	7	±2	3.5	±0.1
60 Years Old or More	99	±1	4	10	18	43	18	7	±3	3.7	±0.1
6 Months to 4 Years of Service	98	±1	7	13	23	32	11	14	±3	3.3	±0.1
5 to 10 Years of Service	98	±1	8	13	19	37	13	10	±3	3.4	±0.1
11 to 20 Years of Service	99	±1	7	16	19	39	13	6	±2	3.4	±0.1
21 to 30 Years of Service	99	±1	7	15	19	38	13	7	±2	3.4	±0.1
More Than 30 Years of Service	99	±1	6	13	16	42	17	6	±2	3.5	±0.1
GENDER & RACE/ETHNICITY											
Male	99	±1	8	16	21	38	12	6	±1	3.3	±0.1
Female	98	±1	5	12	17	39	16	11	±2	3.5	±0.1
Non-Hispanic White	99	±1	7	15	19	38	13	7	±1	3.4	±0.1
Total Minority	98	±1	7	13	20	38	14	9	±2	3.4	±0.1
Non-Hispanic Black	97	±1	7	13	19	37	15	9	±2	3.4	±0.1
Hispanic	99	±1	8	12	19	38	14	9	±3	3.4	±0.1
Non-Hispanic Asian	98	±1	5	12	24	39	10	10	±3	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

i. Life insurance

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages						Max ME	Average Satisfaction	
			1	2	3	4	5	6			
OVERALL AND COMPONENT											
Total DoD	98	±1	3	6	25	44	13	8	±1	3.6	±0.1
Army	98	±1	3	6	23	45	14	9	±2	3.7	±0.1
Navy	99	±1	3	6	26	45	13	7	±2	3.7	±0.1
Marine Corps	99	±2	2	8	22	43	17	7	±5	3.7	±0.1
Air Force	99	±1	3	7	26	44	13	7	±2	3.6	±0.1
DoD Agencies/Field Activities	98	±1	3	6	25	42	14	11	±3	3.6	±0.1
PAY PLAN/GRADE											
White Collar Total	98	±1	3	6	24	44	14	9	±1	3.7	±0.1
GS 1 to 4	97	±2	4	4	24	30	14	23	±4	3.6	±0.1
GS 5 to 8	98	±1	3	5	24	45	15	9	±2	3.7	±0.1
GS 9 to 12	98	±1	3	6	25	46	14	7	±2	3.7	±0.1
GS/GM 13 to 15	99	±1	3	7	25	43	13	9	±3	3.6	±0.1
SES	98	±2	3	8	20	40	16	13	±5	3.7	±0.1
Blue Collar Total	99	±1	4	7	26	45	13	6	±2	3.6	±0.1
WG 1 to 5	98	±2	2	4	25	39	15	16	±6	3.7	±0.2
WG 6 to 9	99	±1	3	7	27	43	15	6	±4	3.6	±0.1
WG 10 to 15	99	±1	4	7	28	46	11	4	±3	3.5	±0.1
WS/WL 1 to 19	99	±1	4	8	23	47	13	6	±5	3.6	±0.1
NSPS Pay Plans	99	±1	2	6	21	48	16	7	±3	3.8	±0.1
Demo/APS Pay Plans	99	±1	2	6	27	45	12	8	±2	3.6	±0.1
NSPS STATUS											
Spiral 1.1	99	±1	2	6	21	48	16	7	±3	3.8	±0.1
All Others	98	±1	3	6	25	44	13	8	±1	3.6	±0.1
OCCUPATIONAL GROUPS											
Professional	99	±1	2	6	27	43	10	11	±2	3.6	±0.1
Administrative	99	±1	3	6	23	46	16	7	±2	3.7	±0.1
Technical	98	±1	3	5	24	46	15	8	±2	3.7	±0.1
Clerical	97	±1	3	5	24	38	15	15	±3	3.7	±0.1
Other White Collar	98	±1	4	7	26	44	12	6	±4	3.6	±0.1
Blue Collar	99	±1	4	7	26	45	13	6	±2	3.6	±0.1
Scientists	98	±2	3	6	27	47	9	9	±4	3.6	±0.1
Engineers	99	±1	3	7	30	42	8	10	±3	3.5	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	3	7	24	44	15	8	±3	3.7	±0.1
Manager	98	±2	3	8	23	43	15	8	±4	3.6	±0.1
Wage Leader	98	±2	2	6	30	42	13	7	±7	3.6	±0.2
Wage Supervisor	98	±2	5	10	21	46	12	6	±6	3.5	±0.2
Team Leader	99	±1	3	7	27	43	14	6	±3	3.6	±0.1
Non-Supervisor	98	±1	3	6	25	45	13	9	±1	3.7	±0.1
EDUCATION											
No College	98	±1	3	6	24	45	16	6	±3	3.7	±0.1
Some College	98	±1	3	6	24	45	14	8	±2	3.7	±0.1
4-Year Degree	99	±1	3	6	26	45	12	9	±2	3.6	±0.1
Graduate/Professional Degree	98	±1	3	7	26	42	11	11	±2	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
i. Life insurance

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	98	±1	3	6	25	45	14	8	±1	3.7	±0.1
Other Than Full-Time	95	±3	4	5	26	22	8	35	±5	3.4	±0.2
CONUS	98	±1	3	6	25	45	14	8	±1	3.7	±0.1
OCONUS	98	±1	3	5	28	40	11	12	±3	3.6	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	98	±1	3	6	24	45	14	9	±2	3.7	±0.1
In Bargaining Unit	98	±1	3	6	26	44	13	7	±2	3.6	±0.1
DISABILITY											
No Disability	98	±1	3	6	24	45	14	9	±1	3.7	±0.1
Disability	98	±1	4	7	27	43	13	7	±2	3.6	±0.1
Targeted Disability	98	±1	4	8	28	41	13	7	±4	3.5	±0.1
Other Disability	98	±1	4	6	27	43	13	7	±3	3.6	±0.1
VETERAN/PREFERENCE											
Non-Veteran	98	±1	2	5	24	45	14	9	±2	3.7	±0.1
Veteran	98	±1	4	7	25	44	13	8	±2	3.6	±0.1
10 Point, 30%	99	±1	4	6	27	42	12	9	±3	3.6	±0.1
10 Point, Not 30%	98	±1	5	7	24	43	12	8	±4	3.6	±0.1
5 Point	98	±1	3	7	25	44	13	7	±2	3.6	±0.1
No Preference	99	±1	3	5	23	47	13	8	±4	3.7	±0.1
TYPE OF APPOINTMENT											
Permanent	98	±1	3	6	25	45	13	7	±1	3.6	±0.1
Non-Permanent	96	±2	3	5	22	27	13	30	±4	3.6	±0.2
RETIREMENT PLAN/ELIGIBILITY											
CSRS	99	±1	3	7	23	46	14	7	±2	3.7	±0.1
FERS	98	±1	3	6	26	45	13	8	±1	3.6	±0.1
Other Plan	96	±2	4	6	26	27	12	25	±4	3.5	±0.1
Not Eligible	98	±1	3	6	26	43	13	10	±2	3.6	±0.1
Optional Eligible	98	±1	3	6	24	46	14	7	±2	3.7	±0.1
Discontinued Service	99	±1	3	6	25	46	14	6	±3	3.7	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	2	4	26	41	14	14	±3	3.7	±0.1
30 to 39 Years Old	98	±1	3	6	26	45	13	8	±3	3.6	±0.1
40 to 49 Years Old	99	±1	3	6	26	44	12	8	±2	3.6	±0.1
50 to 59 Years Old	98	±1	3	6	23	45	14	8	±2	3.7	±0.1
60 Years Old or More	98	±1	3	7	23	46	15	6	±3	3.7	±0.1
6 Months to 4 Years of Service	98	±1	2	5	28	41	12	13	±3	3.6	±0.1
5 to 10 Years of Service	98	±1	3	5	25	45	14	9	±3	3.7	±0.1
11 to 20 Years of Service	99	±1	3	6	26	45	14	7	±2	3.6	±0.1
21 to 30 Years of Service	98	±1	3	7	25	45	13	8	±2	3.6	±0.1
More Than 30 Years of Service	98	±1	4	6	21	46	15	8	±2	3.7	±0.1
GENDER & RACE/ETHNICITY											
Male	99	±1	4	7	26	44	12	7	±1	3.6	±0.1
Female	98	±1	2	4	22	45	16	10	±2	3.8	±0.1
Non-Hispanic White	99	±1	3	6	26	44	13	9	±1	3.6	±0.1
Total Minority	98	±1	3	7	23	45	14	8	±2	3.7	±0.1
Non-Hispanic Black	97	±1	3	6	20	47	16	7	±2	3.7	±0.1
Hispanic	98	±1	3	6	23	46	15	8	±3	3.7	±0.1
Non-Hispanic Asian	97	±1	3	7	29	42	10	10	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

j. Long term care insurance

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied
6. Does not apply

	Percent Responding		Percentages						Max ME	Average Satisfaction	
			1	2	3	4	5	6			
OVERALL AND COMPONENT											
Total DoD	98	±1	4	6	38	21	6	26	±1	3.3	±0.1
Army	98	±1	3	6	36	22	6	27	±2	3.3	±0.1
Navy	98	±1	3	5	38	22	6	26	±2	3.3	±0.1
Marine Corps	98	±2	3	7	35	23	7	25	±5	3.3	±0.1
Air Force	98	±1	5	7	39	20	6	23	±2	3.2	±0.1
DoD Agencies/Field Activities	98	±1	3	6	38	19	7	27	±3	3.3	±0.1
PAY PLAN/GRADE											
White Collar Total	98	±1	3	6	38	20	6	27	±1	3.3	±0.1
GS 1 to 4	97	±2	4	5	29	16	9	37	±4	3.3	±0.2
GS 5 to 8	97	±1	4	5	36	22	7	26	±2	3.3	±0.1
GS 9 to 12	98	±1	3	6	39	21	6	26	±2	3.3	±0.1
GS/GM 13 to 15	98	±1	3	7	40	16	6	27	±3	3.2	±0.1
SES	98	±2	2	6	33	19	7	32	±5	3.3	±0.1
Blue Collar Total	98	±1	5	8	36	23	6	22	±2	3.2	±0.1
WG 1 to 5	98	±2	2	6	32	24	8	28	±6	3.4	±0.2
WG 6 to 9	98	±1	5	9	36	25	8	17	±4	3.3	±0.1
WG 10 to 15	98	±1	6	8	37	22	5	21	±3	3.1	±0.1
WS/WL 1 to 19	99	±1	7	8	35	19	5	25	±5	3.1	±0.1
NSPS Pay Plans	98	±1	2	5	38	22	7	27	±3	3.4	±0.1
Demo/APS Pay Plans	98	±1	2	5	40	22	6	25	±2	3.3	±0.1
NSPS STATUS											
Spiral 1.1	98	±1	2	5	38	22	7	27	±3	3.4	±0.1
All Others	98	±1	4	6	38	21	6	26	±1	3.3	±0.1
OCCUPATIONAL GROUPS											
Professional	98	±1	3	5	39	19	4	29	±2	3.2	±0.1
Administrative	98	±1	3	6	38	20	7	26	±2	3.3	±0.1
Technical	98	±1	3	6	37	21	6	26	±2	3.3	±0.1
Clerical	96	±1	3	5	35	18	7	32	±3	3.3	±0.1
Other White Collar	99	±1	6	9	36	28	6	15	±4	3.2	±0.1
Blue Collar	98	±1	5	8	36	23	6	22	±2	3.2	±0.1
Scientists	98	±1	3	6	37	22	4	28	±4	3.3	±0.1
Engineers	99	±1	3	6	43	19	3	27	±3	3.2	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	4	7	38	22	8	21	±3	3.3	±0.1
Manager	98	±2	4	7	37	20	7	25	±4	3.3	±0.1
Wage Leader	98	±2	5	6	34	22	7	27	±6	3.3	±0.2
Wage Supervisor	97	±3	8	9	36	21	5	21	±6	3.1	±0.2
Team Leader	99	±1	4	6	41	19	7	23	±3	3.2	±0.1
Non-Supervisor	98	±1	3	6	37	21	6	27	±1	3.3	±0.1
EDUCATION											
No College	98	±1	4	6	35	24	8	23	±3	3.3	±0.1
Some College	98	±1	4	7	37	21	7	25	±2	3.3	±0.1
4-Year Degree	98	±1	3	6	40	20	5	26	±2	3.2	±0.1
Graduate/Professional Degree	98	±1	3	6	37	19	5	29	±2	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?
j. Long term care insurance

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Satisfaction	
SCHEDULE/LOCATION											
Full-Time	98	±1	4	6	38	21	6	25	±1	3.3	±0.1
Other Than Full-Time	95	±3	4	5	28	14	6	43	±6	3.2	±0.2
CONUS	98	±1	4	6	38	21	6	25	±1	3.3	±0.1
OCONUS	98	±1	4	6	35	21	5	29	±3	3.2	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	98	±1	3	6	38	20	6	27	±2	3.3	±0.1
In Bargaining Unit	98	±1	4	7	37	21	6	25	±2	3.2	±0.1
DISABILITY											
No Disability	98	±1	3	6	38	21	6	26	±1	3.3	±0.1
Disability	98	±1	5	8	38	19	6	25	±2	3.2	±0.1
Targeted Disability	98	±2	6	8	37	19	6	24	±4	3.1	±0.1
Other Disability	98	±1	4	8	38	18	6	26	±3	3.2	±0.1
VETERAN/PREFERENCE											
Non-Veteran	98	±1	3	5	37	21	7	27	±2	3.3	±0.1
Veteran	98	±1	5	8	38	20	6	24	±2	3.2	±0.1
10 Point, 30%	98	±1	6	8	37	19	5	25	±3	3.1	±0.1
10 Point, Not 30%	98	±1	4	7	36	19	6	28	±4	3.2	±0.1
5 Point	98	±1	4	8	38	21	5	23	±2	3.2	±0.1
No Preference	99	±1	5	6	36	20	7	26	±4	3.2	±0.1
TYPE OF APPOINTMENT											
Permanent	98	±1	4	6	38	21	6	25	±1	3.3	±0.1
Non-Permanent	96	±2	3	5	28	17	8	39	±4	3.4	±0.2
RETIREMENT PLAN/ELIGIBILITY											
CSRS	98	±1	4	6	38	19	5	27	±2	3.2	±0.1
FERS	98	±1	4	6	38	22	6	24	±1	3.3	±0.1
Other Plan	96	±2	5	6	34	13	7	35	±4	3.2	±0.1
Not Eligible	98	±1	3	5	39	20	6	27	±2	3.3	±0.1
Optional Eligible	98	±1	4	7	37	22	6	24	±2	3.3	±0.1
Discontinued Service	98	±1	4	7	37	20	6	26	±3	3.2	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	97	±2	3	5	33	26	9	25	±3	3.4	±0.1
30 to 39 Years Old	98	±1	3	5	38	24	7	22	±3	3.3	±0.1
40 to 49 Years Old	98	±1	4	6	38	21	6	25	±2	3.2	±0.1
50 to 59 Years Old	98	±1	4	7	38	18	6	28	±2	3.2	±0.1
60 Years Old or More	98	±1	4	7	36	18	6	29	±3	3.2	±0.1
6 Months to 4 Years of Service	97	±1	3	5	37	25	7	24	±3	3.4	±0.1
5 to 10 Years of Service	98	±1	4	6	35	24	7	23	±3	3.3	±0.1
11 to 20 Years of Service	98	±1	4	7	38	21	6	25	±2	3.3	±0.1
21 to 30 Years of Service	98	±1	4	7	39	19	5	27	±2	3.2	±0.1
More Than 30 Years of Service	98	±1	4	7	37	18	6	29	±2	3.2	±0.1
GENDER & RACE/ETHNICITY											
Male	98	±1	5	8	39	21	5	22	±1	3.2	±0.1
Female	98	±1	2	4	35	20	7	31	±2	3.4	±0.1
Non-Hispanic White	98	±1	4	6	39	20	6	26	±1	3.2	±0.1
Total Minority	97	±1	4	6	34	24	7	25	±2	3.3	±0.1
Non-Hispanic Black	97	±1	3	6	33	25	9	24	±2	3.4	±0.1
Hispanic	98	±1	4	6	35	24	7	23	±3	3.3	±0.1
Non-Hispanic Asian	97	±1	3	6	35	22	5	29	±3	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Satisfaction of Civilian employees does not include those who indicated the item "Does not apply" to them.

59. Considering everything, how satisfied are you with your pay?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	3	13	16	54	15	±1	3.7	±0.1
Army	98	±1	3	13	15	54	15	±2	3.6	±0.1
Navy	99	±1	3	13	16	54	14	±2	3.6	±0.1
Marine Corps	99	±2	3	13	18	50	16	±5	3.6	±0.1
Air Force	99	±1	3	14	16	53	14	±2	3.6	±0.1
DoD Agencies/Field Activities	99	±1	2	11	14	55	18	±3	3.8	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	3	13	15	54	15	±1	3.6	±0.1
GS 1 to 4	98	±2	6	18	19	47	10	±4	3.4	±0.1
GS 5 to 8	98	±1	6	19	18	47	9	±2	3.4	±0.1
GS 9 to 12	99	±1	2	11	15	57	15	±2	3.7	±0.1
GS/GM 13 to 15	99	±1	1	9	10	59	21	±3	3.9	±0.1
SES	99	±2	4	20	12	49	15	±5	3.5	±0.1
Blue Collar Total	99	±1	3	13	18	50	15	±2	3.6	±0.1
WG 1 to 5	99	±1	4	10	19	45	21	±6	3.7	±0.2
WG 6 to 9	99	±1	3	12	21	48	16	±4	3.6	±0.1
WG 10 to 15	99	±1	3	15	19	51	12	±3	3.5	±0.1
WS/WL 1 to 19	99	±1	3	15	13	56	14	±5	3.6	±0.1
NSPS Pay Plans	99	±1	1	9	13	62	15	±3	3.8	±0.1
Demo/APS Pay Plans	99	±1	2	10	15	57	16	±2	3.8	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	1	9	13	62	15	±3	3.8	±0.1
All Others	99	±1	3	13	16	54	15	±1	3.6	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	1	11	14	59	15	±2	3.7	±0.1
Administrative	99	±1	2	9	13	57	19	±2	3.8	±0.1
Technical	98	±1	5	17	18	50	11	±2	3.5	±0.1
Clerical	98	±1	6	20	19	45	10	±3	3.3	±0.1
Other White Collar	99	±1	6	16	15	50	12	±4	3.5	±0.1
Blue Collar	99	±1	3	14	18	51	15	±2	3.6	±0.1
Scientists	99	±1	2	10	14	59	15	±4	3.8	±0.1
Engineers	99	±1	2	12	15	59	12	±3	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	2	12	14	54	17	±3	3.7	±0.1
Manager	98	±1	2	12	12	55	19	±4	3.8	±0.1
Wage Leader	98	±2	4	14	18	49	15	±6	3.6	±0.2
Wage Supervisor	98	±2	3	15	10	59	13	±6	3.6	±0.1
Team Leader	99	±1	3	12	13	56	16	±3	3.7	±0.1
Non-Supervisor	99	±1	3	13	17	53	14	±1	3.6	±0.1
EDUCATION										
No College	99	±1	3	11	17	50	18	±3	3.7	±0.1
Some College	99	±1	3	14	16	52	14	±2	3.6	±0.1
4-Year Degree	99	±1	2	12	15	57	14	±2	3.7	±0.1
Graduate/Professional Degree	99	±1	3	12	13	57	15	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

59. Considering everything, how satisfied are you with your pay?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	3	13	15	54	15	±1	3.7	±0.1
Other Than Full-Time	98	±2	3	10	20	52	16	±5	3.7	±0.1
CONUS	99	±1	3	13	15	54	15	±1	3.7	±0.1
OCONUS	99	±1	3	12	19	53	14	±4	3.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	3	12	14	55	16	±2	3.7	±0.1
In Bargaining Unit	99	±1	3	14	17	52	14	±2	3.6	±0.1
DISABILITY										
No Disability	99	±1	3	12	15	55	15	±1	3.7	±0.1
Disability	99	±1	4	16	18	50	12	±2	3.5	±0.1
Targeted Disability	99	±1	5	18	18	47	12	±4	3.4	±0.1
Other Disability	99	±1	4	15	18	51	12	±3	3.5	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	3	12	15	54	16	±2	3.7	±0.1
Veteran	99	±1	3	14	16	53	13	±2	3.6	±0.1
10 Point, 30%	99	±1	4	17	19	49	11	±3	3.5	±0.1
10 Point, Not 30%	99	±1	4	15	15	55	12	±4	3.6	±0.1
5 Point	99	±1	3	14	16	54	13	±2	3.6	±0.1
No Preference	99	±1	3	13	16	54	14	±4	3.6	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	3	13	15	54	15	±1	3.6	±0.1
Non-Permanent	98	±2	3	11	18	51	18	±4	3.7	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	3	12	14	54	17	±2	3.7	±0.1
FERS	99	±1	3	13	16	54	14	±1	3.6	±0.1
Other Plan	97	±2	3	13	18	49	17	±4	3.6	±0.1
Not Eligible	99	±1	2	12	15	55	15	±2	3.7	±0.1
Optional Eligible	99	±1	3	13	16	53	14	±2	3.6	±0.1
Discontinued Service	99	±1	3	13	17	52	15	±3	3.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±2	3	12	18	52	15	±3	3.6	±0.1
30 to 39 Years Old	99	±1	3	12	15	56	14	±3	3.6	±0.1
40 to 49 Years Old	99	±1	3	14	15	54	14	±2	3.6	±0.1
50 to 59 Years Old	99	±1	3	13	15	54	15	±2	3.7	±0.1
60 Years Old or More	99	±1	3	11	17	52	17	±3	3.7	±0.1
6 Months to 4 Years of Service	98	±1	3	12	19	54	13	±3	3.6	±0.1
5 to 10 Years of Service	99	±1	3	13	16	54	14	±3	3.6	±0.1
11 to 20 Years of Service	99	±1	3	13	15	54	14	±2	3.6	±0.1
21 to 30 Years of Service	99	±1	3	13	15	53	15	±2	3.6	±0.1
More Than 30 Years of Service	99	±1	2	11	14	55	17	±2	3.7	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	3	13	17	54	14	±1	3.6	±0.1
Female	99	±1	3	13	14	54	17	±2	3.7	±0.1
Non-Hispanic White	99	±1	2	12	15	56	15	±1	3.7	±0.1
Total Minority	98	±1	4	15	18	49	14	±2	3.5	±0.1
Non-Hispanic Black	98	±1	4	16	17	49	13	±2	3.5	±0.1
Hispanic	99	±1	4	15	16	49	16	±3	3.6	±0.1
Non-Hispanic Asian	98	±1	3	12	22	50	13	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

60. Overall, how satisfied are you with your benefits?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	98	±1	1	8	17	58	16	±1	3.8	±0.1
Army	97	±1	2	8	17	58	15	±2	3.8	±0.1
Navy	98	±1	1	6	15	60	17	±2	3.9	±0.1
Marine Corps	97	±2	1	8	19	55	17	±5	3.8	±0.1
Air Force	98	±1	2	9	18	57	14	±2	3.7	±0.1
DoD Agencies/Field Activities	98	±1	1	9	16	56	17	±3	3.8	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	1	8	16	59	16	±1	3.8	±0.1
GS 1 to 4	96	±2	4	11	24	48	13	±4	3.6	±0.1
GS 5 to 8	97	±1	2	9	19	56	15	±2	3.7	±0.1
GS 9 to 12	98	±1	1	7	15	61	16	±2	3.8	±0.1
GS/GM 13 to 15	98	±1	1	7	12	61	19	±3	3.9	±0.1
SES	97	±3	0	5	15	55	24	±5	4.0	±0.1
Blue Collar Total	97	±1	2	10	21	54	14	±2	3.7	±0.1
WG 1 to 5	97	±2	4	8	22	51	16	±6	3.7	±0.2
WG 6 to 9	97	±2	2	8	22	53	16	±4	3.7	±0.1
WG 10 to 15	97	±1	3	11	21	53	12	±3	3.6	±0.1
WS/WL 1 to 19	99	±1	2	10	18	57	13	±5	3.7	±0.1
NSPS Pay Plans	98	±1	1	4	11	64	20	±3	4.0	±0.1
Demo/APS Pay Plans	98	±1	0	6	13	63	18	±2	3.9	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	1	4	11	64	20	±3	4.0	±0.1
All Others	98	±1	1	8	17	58	16	±1	3.8	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	1	7	13	63	16	±2	3.9	±0.1
Administrative	98	±1	1	7	14	60	18	±2	3.9	±0.1
Technical	97	±1	1	7	19	57	15	±2	3.8	±0.1
Clerical	96	±1	2	10	21	53	15	±3	3.7	±0.1
Other White Collar	99	±1	3	12	18	55	12	±4	3.6	±0.1
Blue Collar	97	±1	2	10	21	54	14	±2	3.7	±0.1
Scientists	98	±1	1	6	14	62	17	±4	3.9	±0.1
Engineers	99	±1	1	6	14	65	15	±3	3.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	97	±1	1	8	14	60	18	±3	3.9	±0.1
Manager	98	±2	1	8	15	58	18	±4	3.8	±0.1
Wage Leader	97	±3	2	8	21	56	14	±7	3.7	±0.2
Wage Supervisor	96	±3	2	11	18	58	12	±6	3.7	±0.1
Team Leader	98	±1	1	8	14	61	16	±3	3.8	±0.1
Non-Supervisor	98	±1	2	8	18	58	15	±1	3.8	±0.1
EDUCATION										
No College	97	±1	2	8	18	56	16	±3	3.8	±0.1
Some College	98	±1	2	8	18	57	15	±2	3.7	±0.1
4-Year Degree	98	±1	1	8	15	61	15	±2	3.8	±0.1
Graduate/Professional Degree	98	±1	1	8	14	60	18	±2	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

60. Overall, how satisfied are you with your benefits?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	98	±1	1	8	16	59	16	±1	3.8	±0.1
Other Than Full-Time	94	±3	6	13	26	43	12	±6	3.4	±0.2
CONUS	98	±1	1	8	17	58	16	±1	3.8	±0.1
OCONUS	97	±2	2	11	18	55	14	±4	3.7	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	1	7	15	60	17	±2	3.8	±0.1
In Bargaining Unit	97	±1	2	9	18	57	14	±2	3.7	±0.1
DISABILITY										
No Disability	98	±1	1	8	16	59	16	±1	3.8	±0.1
Disability	98	±1	2	10	21	54	13	±2	3.7	±0.1
Targeted Disability	97	±2	2	11	21	52	13	±4	3.6	±0.1
Other Disability	98	±1	1	10	21	55	13	±3	3.7	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	1	7	15	59	18	±2	3.9	±0.1
Veteran	98	±1	2	10	19	57	13	±2	3.7	±0.1
10 Point, 30%	98	±1	2	12	20	53	13	±3	3.6	±0.1
10 Point, Not 30%	98	±1	2	9	19	56	13	±4	3.7	±0.1
5 Point	98	±1	1	9	18	58	13	±2	3.7	±0.1
No Preference	98	±2	1	9	19	58	13	±4	3.7	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	1	8	16	59	16	±1	3.8	±0.1
Non-Permanent	95	±2	5	10	28	44	12	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	1	7	14	60	18	±2	3.9	±0.1
FERS	98	±1	1	8	17	59	15	±1	3.8	±0.1
Other Plan	95	±2	5	11	27	44	13	±4	3.5	±0.1
Not Eligible	98	±1	2	8	17	58	15	±2	3.8	±0.1
Optional Eligible	98	±1	1	8	16	59	16	±2	3.8	±0.1
Discontinued Service	98	±1	1	8	17	59	15	±3	3.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±2	2	7	19	56	16	±3	3.8	±0.1
30 to 39 Years Old	98	±1	2	9	17	59	14	±3	3.8	±0.1
40 to 49 Years Old	97	±1	2	9	17	58	15	±2	3.8	±0.1
50 to 59 Years Old	98	±1	1	8	16	59	16	±2	3.8	±0.1
60 Years Old or More	97	±1	1	6	16	57	20	±3	3.9	±0.1
6 Months to 4 Years of Service	97	±1	2	9	20	56	14	±3	3.7	±0.1
5 to 10 Years of Service	98	±1	2	8	18	57	15	±3	3.8	±0.1
11 to 20 Years of Service	98	±1	1	9	16	58	16	±2	3.8	±0.1
21 to 30 Years of Service	98	±1	1	8	17	59	16	±2	3.8	±0.1
More Than 30 Years of Service	98	±1	1	7	14	60	18	±2	3.9	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	2	9	18	58	14	±1	3.7	±0.1
Female	97	±1	1	7	15	59	19	±2	3.9	±0.1
Non-Hispanic White	98	±1	1	8	16	59	16	±1	3.8	±0.1
Total Minority	97	±1	2	8	19	56	15	±2	3.8	±0.1
Non-Hispanic Black	96	±1	2	7	18	57	16	±2	3.8	±0.1
Hispanic	98	±1	2	9	17	56	17	±3	3.8	±0.1
Non-Hispanic Asian	97	±1	2	7	21	58	13	±4	3.8	±0.1

Note. Percent responding are Civilian employees who answered the question.

61. How much do you agree or disagree with the following statements about your pay and benefits?

a. My pay is as good or better than the pay in non-federal organizations for the same type and level of work.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	99	±1	9	25	23	31	12	±1	3.1	±0.1
Army	98	±1	9	24	23	32	12	±2	3.1	±0.1
Navy	99	±1	10	27	24	28	10	±2	3.0	±0.1
Marine Corps	99	±2	10	20	26	29	15	±5	3.2	±0.2
Air Force	99	±1	9	26	23	31	11	±2	3.1	±0.1
DoD Agencies/Field Activities	99	±1	7	23	22	34	14	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	10	26	23	30	11	±1	3.1	±0.1
GS 1 to 4	98	±2	6	15	23	37	19	±4	3.5	±0.1
GS 5 to 8	98	±1	10	22	23	32	13	±2	3.2	±0.1
GS 9 to 12	99	±1	10	26	24	30	10	±2	3.0	±0.1
GS/GM 13 to 15	99	±1	12	33	20	27	8	±3	2.8	±0.1
SES	99	±2	36	43	11	7	4	±5	2.0	±0.1
Blue Collar Total	99	±1	7	19	23	36	15	±2	3.3	±0.1
WG 1 to 5	99	±1	4	9	19	44	24	±6	3.8	±0.2
WG 6 to 9	99	±1	4	16	23	39	18	±4	3.5	±0.1
WG 10 to 15	99	±1	8	23	23	34	12	±3	3.2	±0.1
WS/WL 1 to 19	99	±1	8	22	23	34	13	±4	3.2	±0.1
NSPS Pay Plans	99	±1	9	27	25	30	10	±2	3.1	±0.1
Demo/APS Pay Plans	99	±1	10	34	24	25	6	±2	2.8	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	9	27	25	30	10	±2	3.1	±0.1
All Others	99	±1	9	25	23	31	12	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	12	31	22	26	8	±2	2.9	±0.1
Administrative	99	±1	10	28	22	30	10	±2	3.0	±0.1
Technical	98	±1	8	23	25	31	12	±2	3.2	±0.1
Clerical	97	±1	7	19	24	35	16	±3	3.4	±0.1
Other White Collar	99	±1	16	21	17	31	15	±4	3.1	±0.1
Blue Collar	99	±1	7	19	23	36	15	±2	3.3	±0.1
Scientists	99	±1	13	36	22	23	6	±4	2.7	±0.1
Engineers	99	±1	14	37	24	20	4	±3	2.6	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	12	28	22	28	10	±3	3.0	±0.1
Manager	98	±2	14	32	21	24	8	±4	2.8	±0.1
Wage Leader	98	±2	10	20	21	34	15	±6	3.2	±0.2
Wage Supervisor	97	±3	8	21	23	36	12	±6	3.2	±0.2
Team Leader	99	±1	11	31	20	27	10	±3	2.9	±0.1
Non-Supervisor	99	±1	8	23	24	33	12	±1	3.2	±0.1
EDUCATION										
No College	98	±1	5	16	24	39	17	±3	3.5	±0.1
Some College	99	±1	8	22	24	33	13	±2	3.2	±0.1
4-Year Degree	99	±1	11	30	23	28	8	±2	2.9	±0.1
Graduate/Professional Degree	99	±1	13	31	20	26	9	±2	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

61. How much do you agree or disagree with the following statements about your pay and benefits?

a. My pay is as good or better than the pay in non-federal organizations for the same type and level of work.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	99	±1	9	26	23	31	11	±1	3.1	±0.1
Other Than Full-Time	97	±2	4	12	20	41	24	±5	3.7	±0.1
CONUS	99	±1	9	26	23	31	11	±1	3.1	±0.1
OCONUS	99	±1	10	20	22	34	14	±3	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	10	27	22	30	11	±1	3.0	±0.1
In Bargaining Unit	99	±1	8	23	24	33	12	±2	3.2	±0.1
DISABILITY										
No Disability	99	±1	9	25	23	32	12	±1	3.1	±0.1
Disability	99	±1	10	27	23	29	10	±2	3.0	±0.1
Targeted Disability	99	±1	11	27	22	29	11	±4	3.0	±0.1
Other Disability	98	±1	10	27	24	29	10	±2	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	8	24	23	32	13	±1	3.2	±0.1
Veteran	99	±1	10	27	23	30	10	±2	3.0	±0.1
10 Point, 30%	99	±1	12	27	22	29	10	±3	3.0	±0.1
10 Point, Not 30%	99	±1	11	26	22	31	9	±4	3.0	±0.1
5 Point	98	±1	9	26	23	31	10	±2	3.1	±0.1
No Preference	99	±1	10	28	22	29	11	±4	3.0	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	9	26	23	31	11	±1	3.1	±0.1
Non-Permanent	98	±2	7	15	21	38	18	±4	3.4	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	8	26	24	31	10	±2	3.1	±0.1
FERS	99	±1	10	25	22	31	12	±1	3.1	±0.1
Other Plan	97	±2	6	20	23	36	16	±4	3.4	±0.1
Not Eligible	99	±1	10	26	23	30	12	±2	3.1	±0.1
Optional Eligible	99	±1	9	24	23	32	12	±2	3.1	±0.1
Discontinued Service	99	±1	8	25	23	34	10	±3	3.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±2	10	22	21	30	16	±3	3.2	±0.1
30 to 39 Years Old	99	±1	11	24	22	31	12	±3	3.1	±0.1
40 to 49 Years Old	99	±1	10	26	23	31	10	±2	3.1	±0.1
50 to 59 Years Old	99	±1	8	26	23	31	11	±2	3.1	±0.1
60 Years Old or More	99	±1	7	24	25	32	11	±3	3.2	±0.1
6 Months to 4 Years of Service	98	±1	10	21	23	33	14	±3	3.2	±0.1
5 to 10 Years of Service	99	±1	10	23	20	32	15	±3	3.2	±0.1
11 to 20 Years of Service	99	±1	10	25	22	31	12	±2	3.1	±0.1
21 to 30 Years of Service	99	±1	8	27	23	31	10	±2	3.1	±0.1
More Than 30 Years of Service	99	±1	8	27	24	31	10	±2	3.1	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	10	28	23	29	9	±1	3.0	±0.1
Female	98	±1	7	21	22	35	15	±2	3.3	±0.1
Non-Hispanic White	99	±1	9	26	22	31	11	±1	3.1	±0.1
Total Minority	98	±1	9	22	25	31	13	±2	3.2	±0.1
Non-Hispanic Black	97	±1	9	22	24	32	12	±2	3.2	±0.1
Hispanic	99	±1	9	22	23	30	16	±3	3.2	±0.1
Non-Hispanic Asian	98	±1	9	22	28	32	10	±3	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

61. How much do you agree or disagree with the following statements about your pay and benefits?

b. My benefits are as good or better than the benefits in non-federal organizations for the same type and level of work.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	5	15	24	42	16	±1	3.5	±0.1
Army	98	±1	5	15	23	42	15	±2	3.5	±0.1
Navy	99	±1	4	13	23	44	15	±2	3.5	±0.1
Marine Corps	99	±2	5	13	23	40	19	±5	3.5	±0.2
Air Force	99	±1	5	16	24	40	15	±2	3.4	±0.1
DoD Agencies/Field Activities	99	±1	4	14	24	41	18	±3	3.5	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	5	15	23	42	16	±1	3.5	±0.1
GS 1 to 4	97	±2	4	10	27	39	20	±4	3.6	±0.1
GS 5 to 8	98	±1	5	13	22	42	18	±2	3.5	±0.1
GS 9 to 12	99	±1	4	15	23	42	15	±2	3.5	±0.1
GS/GM 13 to 15	99	±1	5	18	23	41	13	±3	3.4	±0.1
SES	99	±2	10	20	20	36	14	±5	3.2	±0.2
Blue Collar Total	98	±1	5	14	24	41	16	±2	3.5	±0.1
WG 1 to 5	98	±2	4	10	23	41	22	±6	3.7	±0.2
WG 6 to 9	98	±2	4	11	24	42	19	±4	3.6	±0.1
WG 10 to 15	98	±1	5	16	25	41	13	±3	3.4	±0.1
WS/WL 1 to 19	99	±1	6	17	24	39	15	±5	3.4	±0.1
NSPS Pay Plans	99	±1	3	11	22	46	17	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	4	15	25	44	12	±2	3.5	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	3	11	22	46	17	±3	3.6	±0.1
All Others	98	±1	5	15	24	42	16	±1	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	5	14	24	44	14	±2	3.5	±0.1
Administrative	99	±1	4	16	23	42	15	±2	3.5	±0.1
Technical	98	±1	3	14	24	41	17	±2	3.5	±0.1
Clerical	98	±1	3	11	25	41	20	±3	3.6	±0.1
Other White Collar	99	±1	11	19	20	37	13	±4	3.2	±0.1
Blue Collar	98	±1	5	14	24	41	15	±2	3.5	±0.1
Scientists	99	±1	5	17	22	44	12	±4	3.4	±0.1
Engineers	99	±1	4	14	26	45	10	±3	3.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	5	17	23	41	15	±3	3.4	±0.1
Manager	98	±2	5	21	23	37	14	±4	3.3	±0.1
Wage Leader	98	±2	7	14	25	38	16	±6	3.4	±0.2
Wage Supervisor	97	±3	5	19	22	42	12	±6	3.4	±0.2
Team Leader	99	±1	5	16	22	42	14	±3	3.4	±0.1
Non-Supervisor	98	±1	4	13	24	42	16	±1	3.5	±0.1
EDUCATION										
No College	98	±1	4	14	23	42	18	±3	3.6	±0.1
Some College	98	±1	5	14	24	41	16	±2	3.5	±0.1
4-Year Degree	99	±1	4	15	23	44	14	±2	3.5	±0.1
Graduate/Professional Degree	99	±1	6	16	22	41	15	±2	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

61. How much do you agree or disagree with the following statements about your pay and benefits?

b. My benefits are as good or better than the benefits in non-federal organizations for the same type and level of work.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	4	15	23	42	15	±1	3.5	±0.1
Other Than Full-Time	96	±2	5	9	29	38	19	±5	3.6	±0.2
CONUS	98	±1	4	15	23	42	16	±1	3.5	±0.1
OCONUS	98	±1	6	13	25	41	15	±4	3.5	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	4	15	23	42	15	±2	3.5	±0.1
In Bargaining Unit	98	±1	5	14	24	42	16	±2	3.5	±0.1
DISABILITY										
No Disability	98	±1	4	14	23	42	16	±1	3.5	±0.1
Disability	98	±1	6	16	24	41	14	±2	3.4	±0.1
Targeted Disability	98	±1	7	16	23	40	14	±4	3.4	±0.1
Other Disability	98	±1	5	15	25	41	14	±3	3.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	4	13	23	43	18	±2	3.6	±0.1
Veteran	99	±1	5	17	24	40	13	±2	3.4	±0.1
10 Point, 30%	99	±1	6	19	23	38	14	±3	3.4	±0.1
10 Point, Not 30%	99	±1	7	15	24	40	13	±4	3.4	±0.1
5 Point	98	±1	5	17	25	41	13	±2	3.4	±0.1
No Preference	99	±1	6	17	26	37	15	±4	3.4	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	4	15	23	42	16	±1	3.5	±0.1
Non-Permanent	97	±2	7	11	28	38	16	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	4	14	23	44	15	±2	3.5	±0.1
FERS	99	±1	5	15	23	41	16	±1	3.5	±0.1
Other Plan	96	±2	5	13	29	36	16	±4	3.4	±0.1
Not Eligible	98	±1	5	14	24	41	16	±2	3.5	±0.1
Optional Eligible	98	±1	4	15	23	43	16	±2	3.5	±0.1
Discontinued Service	98	±1	4	15	23	43	14	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±2	3	11	25	41	20	±3	3.6	±0.1
30 to 39 Years Old	99	±1	5	15	24	40	16	±3	3.5	±0.1
40 to 49 Years Old	98	±1	5	16	24	42	14	±2	3.5	±0.1
50 to 59 Years Old	99	±1	4	15	23	42	15	±2	3.5	±0.1
60 Years Old or More	99	±1	3	13	23	44	18	±3	3.6	±0.1
6 Months to 4 Years of Service	98	±1	5	13	25	40	17	±3	3.5	±0.1
5 to 10 Years of Service	99	±1	5	14	22	41	18	±3	3.5	±0.1
11 to 20 Years of Service	99	±1	5	15	23	42	16	±2	3.5	±0.1
21 to 30 Years of Service	98	±1	4	15	24	43	14	±2	3.5	±0.1
More Than 30 Years of Service	98	±1	5	15	24	42	15	±2	3.5	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	5	16	25	42	13	±1	3.4	±0.1
Female	98	±1	4	12	21	42	21	±2	3.6	±0.1
Non-Hispanic White	99	±1	4	15	23	42	16	±1	3.5	±0.1
Total Minority	98	±1	5	13	26	40	16	±2	3.5	±0.1
Non-Hispanic Black	97	±1	5	14	25	41	16	±2	3.5	±0.1
Hispanic	98	±1	5	13	24	40	19	±3	3.6	±0.1
Non-Hispanic Asian	98	±1	4	12	29	42	13	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

a. The work assignment process is fair and appropriate.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	5	16	22	48	9	±1	3.4	±0.1
Army	98	±1	4	16	21	49	10	±2	3.4	±0.1
Navy	98	±1	5	16	23	48	8	±2	3.4	±0.1
Marine Corps	99	±2	6	17	21	47	10	±5	3.4	±0.1
Air Force	98	±1	5	16	24	48	8	±2	3.4	±0.1
DoD Agencies/Field Activities	98	±1	6	18	21	46	9	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	5	17	21	48	9	±1	3.4	±0.1
GS 1 to 4	97	±2	5	13	22	47	12	±4	3.5	±0.1
GS 5 to 8	97	±1	6	16	22	46	11	±2	3.4	±0.1
GS 9 to 12	98	±1	5	19	21	47	8	±2	3.4	±0.1
GS/GM 13 to 15	98	±1	3	17	20	51	9	±3	3.5	±0.1
SES	99	±2	1	8	16	59	16	±5	3.8	±0.1
Blue Collar Total	98	±1	5	15	24	47	8	±2	3.4	±0.1
WG 1 to 5	97	±2	9	14	26	39	12	±6	3.3	±0.2
WG 6 to 9	98	±2	6	15	25	45	10	±4	3.4	±0.1
WG 10 to 15	98	±1	6	16	25	48	6	±3	3.3	±0.1
WS/WL 1 to 19	99	±1	2	12	23	54	9	±5	3.6	±0.1
NSPS Pay Plans	98	±1	5	15	20	52	9	±3	3.4	±0.1
Demo/APS Pay Plans	99	±1	3	15	25	50	7	±2	3.4	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	5	15	20	52	9	±3	3.4	±0.1
All Others	98	±1	5	16	22	48	9	±1	3.4	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	4	18	21	50	7	±2	3.4	±0.1
Administrative	98	±1	5	17	21	48	9	±2	3.4	±0.1
Technical	98	±1	5	17	23	46	10	±2	3.4	±0.1
Clerical	97	±1	5	14	22	46	12	±3	3.5	±0.1
Other White Collar	99	±1	6	15	19	49	10	±4	3.4	±0.1
Blue Collar	98	±1	5	15	24	48	8	±2	3.4	±0.1
Scientists	98	±1	3	14	24	52	6	±4	3.4	±0.1
Engineers	99	±1	4	17	25	49	5	±3	3.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	4	13	23	53	8	±3	3.5	±0.1
Manager	97	±2	2	14	20	55	8	±4	3.5	±0.1
Wage Leader	98	±2	3	16	20	51	9	±7	3.5	±0.2
Wage Supervisor	98	±2	2	10	23	55	9	±6	3.6	±0.1
Team Leader	98	±1	5	20	21	46	8	±3	3.3	±0.1
Non-Supervisor	98	±1	5	17	22	46	9	±1	3.4	±0.1
EDUCATION										
No College	97	±1	4	14	23	48	11	±3	3.5	±0.1
Some College	98	±1	5	16	23	47	9	±2	3.4	±0.1
4-Year Degree	99	±1	5	18	21	49	8	±2	3.4	±0.1
Graduate/Professional Degree	98	±1	5	17	20	49	9	±2	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

a. The work assignment process is fair and appropriate.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	5	17	22	48	9	±1	3.4	±0.1
Other Than Full-Time	97	±2	6	10	22	48	15	±6	3.6	±0.1
CONUS	98	±1	5	17	22	48	9	±1	3.4	±0.1
OCONUS	98	±1	6	14	21	50	10	±4	3.5	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	4	16	21	50	9	±2	3.4	±0.1
In Bargaining Unit	98	±1	6	17	23	46	8	±2	3.3	±0.1
DISABILITY										
No Disability	98	±1	4	16	22	49	9	±1	3.4	±0.1
Disability	98	±1	6	17	24	43	10	±2	3.3	±0.1
Targeted Disability	98	±1	6	19	22	43	9	±4	3.3	±0.1
Other Disability	98	±1	6	17	24	43	10	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	5	18	22	47	8	±2	3.4	±0.1
Veteran	98	±1	5	15	22	49	9	±2	3.4	±0.1
10 Point, 30%	99	±1	5	15	23	45	12	±3	3.4	±0.1
10 Point, Not 30%	99	±1	4	15	22	47	12	±4	3.5	±0.1
5 Point	98	±1	5	15	22	49	9	±2	3.4	±0.1
No Preference	98	±2	5	12	22	52	9	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	5	17	22	48	9	±1	3.4	±0.1
Non-Permanent	96	±2	6	11	23	46	14	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	5	16	23	48	8	±2	3.4	±0.1
FERS	98	±1	5	17	22	48	9	±1	3.4	±0.1
Other Plan	95	±3	6	12	24	47	11	±4	3.4	±0.1
Not Eligible	98	±1	5	17	21	47	9	±2	3.4	±0.1
Optional Eligible	98	±1	4	15	22	49	9	±2	3.4	±0.1
Discontinued Service	98	±1	6	17	24	46	8	±3	3.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±2	4	13	24	48	11	±3	3.5	±0.1
30 to 39 Years Old	98	±1	5	16	23	49	8	±3	3.4	±0.1
40 to 49 Years Old	98	±1	5	18	21	47	9	±2	3.4	±0.1
50 to 59 Years Old	98	±1	5	17	22	48	8	±2	3.4	±0.1
60 Years Old or More	98	±1	3	14	23	49	11	±3	3.5	±0.1
6 Months to 4 Years of Service	97	±1	4	13	23	49	11	±3	3.5	±0.1
5 to 10 Years of Service	98	±1	6	16	21	47	10	±3	3.4	±0.1
11 to 20 Years of Service	98	±1	5	19	21	47	8	±2	3.3	±0.1
21 to 30 Years of Service	98	±1	5	17	23	47	8	±2	3.4	±0.1
More Than 30 Years of Service	98	±1	4	14	23	50	9	±2	3.4	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	4	15	23	50	8	±1	3.4	±0.1
Female	98	±1	6	19	22	44	10	±2	3.3	±0.1
Non-Hispanic White	98	±1	4	17	22	48	9	±1	3.4	±0.1
Total Minority	97	±1	6	15	23	47	10	±2	3.4	±0.1
Non-Hispanic Black	96	±1	6	14	22	48	9	±2	3.4	±0.1
Hispanic	97	±2	5	15	22	47	12	±3	3.4	±0.1
Non-Hispanic Asian	97	±1	5	13	25	47	10	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

b. I have sufficient resources (e.g., people, dollars, equipment) to get my job done.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	7	22	21	43	8	±1	3.2	±0.1
Army	98	±1	7	22	20	44	8	±2	3.2	±0.1
Navy	98	±1	7	23	22	41	7	±2	3.2	±0.1
Marine Corps	99	±2	8	19	23	44	7	±5	3.2	±0.1
Air Force	98	±1	7	22	21	43	8	±2	3.2	±0.1
DoD Agencies/Field Activities	98	±1	5	19	21	46	9	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	7	22	19	44	8	±1	3.2	±0.1
GS 1 to 4	97	±2	4	13	18	50	15	±4	3.6	±0.1
GS 5 to 8	97	±1	6	17	20	46	10	±2	3.4	±0.1
GS 9 to 12	98	±1	6	23	21	43	7	±2	3.2	±0.1
GS/GM 13 to 15	98	±1	9	30	16	39	5	±3	3.0	±0.1
SES	98	±2	12	31	13	36	9	±5	3.0	±0.2
Blue Collar Total	98	±1	6	21	25	41	7	±2	3.2	±0.1
WG 1 to 5	98	±2	5	13	29	41	12	±6	3.4	±0.2
WG 6 to 9	98	±2	6	19	26	40	9	±4	3.3	±0.1
WG 10 to 15	98	±1	6	22	26	40	5	±3	3.2	±0.1
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Clerical	96	±1	4	12	18	51	14	±3	3.6	±0.1
Other White Collar	99	±1	15	24	19	35	7	±4	3.0	±0.1
Blue Collar	98	±1	6	21	25	41	7	±2	3.2	±0.1
Scientists	98	±1	10	31	19	37	4	±4	2.9	±0.1
Engineers	99	±1	8	26	21	41	4	±3	3.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	9	28	19	38	6	±3	3.0	±0.1
Manager	97	±2	13	30	16	35	5	±4	2.9	±0.1
Wage Leader	98	±2	6	23	22	40	9	±7	3.2	±0.2
Wage Supervisor	97	±3	7	24	21	42	6	±6	3.1	±0.2
Team Leader	98	±1	8	27	19	38	7	±3	3.1	±0.1
Non-Supervisor	98	±1	5	19	22	46	8	±1	3.3	±0.1
EDUCATION										
No College	97	±1	5	17	24	45	10	±3	3.4	±0.1
Some College	98	±1	6	21	22	43	8	±2	3.3	±0.1
4-Year Degree	98	±1	7	23	20	43	7	±2	3.2	±0.1
Graduate/Professional Degree	98	±1	8	26	18	41	7	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question.

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b. I have sufficient resources (e.g., people, dollars, equipment) to get my job done.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	7	22	21	43	8	±1	3.2	±0.1
Other Than Full-Time	95	±3	3	11	19	53	14	±6	3.6	±0.1
CONUS	98	±1	7	22	21	43	8	±1	3.2	±0.1
OCONUS	98	±1	7	21	22	42	9	±4	3.3	±0.1
BARGAINING UNIT										
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DISABILITY										
No Disability	98	±1	6	22	21	44	8	±1	3.3	±0.1
Disability	98	±1	8	23	22	39	8	±2	3.2	±0.1
Targeted Disability	98	±1	7	22	23	38	9	±4	3.2	±0.1
Other Disability	98	±1	8	24	22	39	8	±3	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	6	21	21	44	8	±2	3.3	±0.1
Veteran	98	±1	7	23	21	42	8	±2	3.2	±0.1
10 Point, 30%	98	±1	7	23	20	39	10	±3	3.2	±0.1
10 Point, Not 30%	98	±1	7	24	19	41	8	±4	3.2	±0.1
5 Point	98	±1	7	23	22	42	7	±2	3.2	±0.1
No Preference	98	±2	7	22	17	45	8	±4	3.2	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	7	22	21	43	7	±1	3.2	±0.1
Non-Permanent	97	±2	4	13	24	45	15	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	7	22	22	43	7	±2	3.2	±0.1
FERS	98	±1	7	22	20	43	8	±1	3.2	±0.1
Other Plan	96	±2	5	14	22	47	12	±4	3.5	±0.1
Not Eligible	98	±1	6	23	20	43	8	±2	3.2	±0.1
Optional Eligible	98	±1	6	21	21	44	8	±2	3.3	±0.1
Discontinued Service	98	±1	9	22	21	41	6	±3	3.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±2	5	16	21	48	10	±3	3.4	±0.1
30 to 39 Years Old	97	±1	7	22	21	43	7	±3	3.2	±0.1
40 to 49 Years Old	98	±1	7	23	20	42	7	±2	3.2	±0.1
50 to 59 Years Old	98	±1	7	23	21	43	7	±2	3.2	±0.1
60 Years Old or More	98	±1	5	19	21	45	10	±3	3.4	±0.1
6 Months to 4 Years of Service	97	±1	5	16	22	47	10	±3	3.4	±0.1
5 to 10 Years of Service	97	±1	7	22	20	44	9	±3	3.3	±0.1
11 to 20 Years of Service	98	±1	7	23	20	42	7	±2	3.2	±0.1
21 to 30 Years of Service	98	±1	7	23	21	42	7	±2	3.2	±0.1
More Than 30 Years of Service	98	±1	6	23	21	43	7	±2	3.2	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	7	23	22	42	7	±1	3.2	±0.1
Female	97	±1	6	20	19	46	9	±2	3.3	±0.1
Non-Hispanic White	98	±1	7	23	21	42	7	±1	3.2	±0.1
Total Minority	97	±1	6	18	21	46	9	±2	3.3	±0.1
Non-Hispanic Black	97	±1	5	17	19	49	10	±2	3.4	±0.1
Hispanic	97	±1	7	18	22	45	8	±3	3.3	±0.1
Non-Hispanic Asian	97	±1	6	14	27	44	9	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

c. The performance management system I am under improves organizational performance.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	7	20	38	29	6	±1	3.1	±0.1
Army	97	±1	6	20	37	31	6	±2	3.1	±0.1
Navy	98	±1	9	21	39	26	5	±2	3.0	±0.1
Marine Corps	98	±2	10	22	37	26	5	±5	2.9	±0.1
Air Force	98	±1	6	20	39	29	6	±2	3.1	±0.1
DoD Agencies/Field Activities	98	±1	8	18	40	29	6	±3	3.1	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	7	20	38	28	6	±1	3.1	±0.1
GS 1 to 4	97	±2	6	12	37	35	10	±4	3.3	±0.1
GS 5 to 8	97	±1	7	16	38	31	8	±2	3.2	±0.1
GS 9 to 12	98	±1	7	20	40	28	5	±2	3.0	±0.1
GS/GM 13 to 15	98	±1	9	28	36	23	4	±3	2.8	±0.1
SES	99	±2	9	23	32	27	9	±5	3.0	±0.1
Blue Collar Total	98	±1	7	20	40	29	5	±2	3.1	±0.1
WG 1 to 5	97	±2	6	17	41	28	8	±6	3.1	±0.2
WG 6 to 9	98	±2	7	19	38	30	7	±4	3.1	±0.1
WG 10 to 15	98	±1	7	22	40	28	3	±3	3.0	±0.1
WS/WL 1 to 19	98	±2	6	19	40	31	4	±5	3.1	±0.1
NSPS Pay Plans	98	±1	7	19	39	29	6	±3	3.1	±0.1
Demo/APS Pay Plans	99	±1	7	19	35	33	5	±2	3.1	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	7	19	39	29	6	±3	3.1	±0.1
All Others	98	±1	7	20	38	29	6	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	8	22	38	27	4	±2	3.0	±0.1
Administrative	98	±1	7	22	38	27	6	±2	3.0	±0.1
Technical	97	±1	6	18	39	30	7	±2	3.1	±0.1
Clerical	96	±1	5	13	38	34	10	±3	3.3	±0.1
Other White Collar	99	±1	11	21	32	29	6	±4	3.0	±0.1
Blue Collar	98	±1	7	20	40	29	5	±2	3.1	±0.1
Scientists	99	±1	8	24	45	21	2	±4	2.9	±0.1
Engineers	99	±1	9	25	37	25	3	±3	2.9	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	8	22	37	29	4	±3	3.0	±0.1
Manager	97	±2	8	23	37	27	5	±4	3.0	±0.1
Wage Leader	97	±2	5	20	40	30	5	±7	3.1	±0.2
Wage Supervisor	97	±3	6	19	38	32	4	±6	3.1	±0.1
Team Leader	98	±1	9	24	35	27	5	±3	2.9	±0.1
Non-Supervisor	98	±1	7	19	39	29	6	±1	3.1	±0.1
EDUCATION										
No College	97	±1	5	16	38	33	8	±3	3.2	±0.1
Some College	98	±1	6	19	40	29	6	±2	3.1	±0.1
4-Year Degree	98	±1	8	23	38	27	4	±2	3.0	±0.1
Graduate/Professional Degree	98	±1	10	23	36	26	5	±2	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

c. The performance management system I am under improves organizational performance.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	7	20	38	28	5	±1	3.0	±0.1
Other Than Full-Time	97	±2	4	9	40	35	12	±6	3.4	±0.1
CONUS	98	±1	7	20	38	29	5	±1	3.1	±0.1
OCONUS	98	±1	7	18	41	27	7	±4	3.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	7	21	38	28	6	±2	3.0	±0.1
In Bargaining Unit	98	±1	7	19	39	29	6	±2	3.1	±0.1
DISABILITY										
No Disability	98	±1	7	20	38	29	5	±1	3.1	±0.1
Disability	98	±1	9	21	38	26	6	±2	3.0	±0.1
Targeted Disability	98	±1	8	22	37	26	7	±4	3.0	±0.1
Other Disability	97	±1	9	20	39	26	6	±3	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	7	20	39	29	6	±2	3.1	±0.1
Veteran	98	±1	7	20	38	29	6	±2	3.1	±0.1
10 Point, 30%	98	±2	7	20	37	28	7	±3	3.1	±0.1
10 Point, Not 30%	98	±1	7	19	37	30	6	±4	3.1	±0.1
5 Point	98	±1	7	21	39	28	5	±2	3.0	±0.1
No Preference	98	±2	7	21	36	31	6	±4	3.1	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	7	21	38	28	5	±1	3.0	±0.1
Non-Permanent	95	±3	5	11	40	34	10	±4	3.3	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	8	21	40	27	5	±2	3.0	±0.1
FERS	98	±1	7	20	38	29	6	±1	3.1	±0.1
Other Plan	95	±2	6	14	42	29	9	±4	3.2	±0.1
Not Eligible	98	±1	7	21	38	29	6	±2	3.1	±0.1
Optional Eligible	98	±1	7	19	39	29	6	±2	3.1	±0.1
Discontinued Service	98	±1	8	21	41	26	5	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±2	4	15	36	36	8	±3	3.3	±0.1
30 to 39 Years Old	97	±1	6	20	38	30	6	±3	3.1	±0.1
40 to 49 Years Old	98	±1	7	21	38	29	5	±2	3.0	±0.1
50 to 59 Years Old	98	±1	8	21	39	27	5	±2	3.0	±0.1
60 Years Old or More	98	±1	7	17	42	27	6	±3	3.1	±0.1
6 Months to 4 Years of Service	97	±1	5	15	38	34	8	±3	3.2	±0.1
5 to 10 Years of Service	98	±1	7	18	36	32	7	±3	3.1	±0.1
11 to 20 Years of Service	98	±1	8	21	37	29	5	±2	3.0	±0.1
21 to 30 Years of Service	98	±1	8	21	39	26	5	±2	3.0	±0.1
More Than 30 Years of Service	98	±1	7	21	41	26	5	±2	3.0	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	7	21	38	28	5	±1	3.0	±0.1
Female	97	±1	7	19	39	29	7	±2	3.1	±0.1
Non-Hispanic White	98	±1	7	21	39	27	5	±1	3.0	±0.1
Total Minority	96	±1	7	17	37	33	7	±2	3.2	±0.1
Non-Hispanic Black	95	±1	5	16	37	34	7	±2	3.2	±0.1
Hispanic	97	±1	7	18	34	33	8	±3	3.2	±0.1
Non-Hispanic Asian	97	±1	6	12	40	35	7	±4	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

d. My current performance management system motivates me to perform well.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	7	19	35	31	7	±1	3.1	±0.1
Army	97	±1	7	18	33	33	8	±2	3.2	±0.1
Navy	98	±1	9	22	35	28	6	±2	3.0	±0.1
Marine Corps	98	±2	10	21	36	26	6	±5	3.0	±0.1
Air Force	98	±1	7	19	35	32	7	±2	3.1	±0.1
DoD Agencies/Field Activities	98	±1	8	17	36	33	7	±3	3.1	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	7	19	34	31	8	±1	3.1	±0.1
GS 1 to 4	97	±2	7	14	31	37	11	±4	3.3	±0.1
GS 5 to 8	97	±1	7	16	33	34	10	±2	3.2	±0.1
GS 9 to 12	98	±1	7	20	35	31	7	±2	3.1	±0.1
GS/GM 13 to 15	98	±1	9	25	35	26	5	±3	2.9	±0.1
SES	99	±2	11	20	32	26	10	±5	3.0	±0.1
Blue Collar Total	98	±1	7	19	37	30	7	±2	3.1	±0.1
WG 1 to 5	98	±2	8	18	37	26	11	±6	3.2	±0.2
WG 6 to 9	97	±2	8	16	36	31	9	±4	3.2	±0.1
WG 10 to 15	98	±1	8	22	37	28	5	±3	3.0	±0.1
WS/WL 1 to 19	99	±1	5	18	36	35	5	±5	3.2	±0.1
NSPS Pay Plans	98	±1	7	18	33	34	9	±2	3.2	±0.1
Demo/APS Pay Plans	99	±1	7	19	31	36	7	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	7	18	33	34	9	±2	3.2	±0.1
All Others	98	±1	7	19	35	31	7	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	8	21	34	31	5	±2	3.0	±0.1
Administrative	98	±1	7	20	34	31	8	±2	3.1	±0.1
Technical	97	±1	7	18	35	32	8	±2	3.2	±0.1
Clerical	96	±1	5	14	32	36	13	±3	3.4	±0.1
Other White Collar	98	±1	11	18	29	34	8	±4	3.1	±0.1
Blue Collar	98	±1	7	19	36	31	7	±2	3.1	±0.1
Scientists	97	±2	7	23	40	27	4	±4	3.0	±0.1
Engineers	98	±1	9	24	34	29	4	±3	3.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	97	±1	8	19	34	33	6	±3	3.1	±0.1
Manager	97	±2	8	22	33	31	6	±4	3.1	±0.1
Wage Leader	98	±2	6	18	36	33	8	±7	3.2	±0.2
Wage Supervisor	97	±3	5	18	35	36	6	±6	3.2	±0.1
Team Leader	98	±1	9	23	33	29	7	±3	3.0	±0.1
Non-Supervisor	98	±1	7	18	35	32	8	±1	3.1	±0.1
EDUCATION										
No College	97	±1	6	16	34	34	10	±2	3.3	±0.1
Some College	98	±1	7	18	35	32	8	±2	3.1	±0.1
4-Year Degree	98	±1	8	20	35	31	6	±2	3.1	±0.1
Graduate/Professional Degree	98	±1	10	22	32	29	6	±2	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.
d. My current performance management system motivates me to perform well.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	7	19	35	31	7	±1	3.1	±0.1
Other Than Full-Time	96	±2	6	10	37	34	13	±6	3.4	±0.1
CONUS	98	±1	7	19	34	32	7	±1	3.1	±0.1
OCONUS	98	±1	7	18	37	30	8	±4	3.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	7	20	34	31	7	±2	3.1	±0.1
In Bargaining Unit	98	±1	8	18	35	31	7	±2	3.1	±0.1
DISABILITY										
No Disability	98	±1	7	19	35	32	7	±1	3.1	±0.1
Disability	98	±1	9	20	34	28	8	±2	3.1	±0.1
Targeted Disability	98	±1	8	23	34	26	9	±4	3.0	±0.1
Other Disability	98	±1	9	19	35	29	8	±3	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	7	19	34	32	7	±1	3.1	±0.1
Veteran	98	±1	8	19	35	30	7	±2	3.1	±0.1
10 Point, 30%	98	±1	8	20	34	29	9	±3	3.1	±0.1
10 Point, Not 30%	98	±1	7	19	33	32	9	±4	3.2	±0.1
5 Point	98	±1	8	19	37	30	6	±2	3.1	±0.1
No Preference	98	±2	7	21	33	32	8	±4	3.1	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	8	19	35	31	7	±1	3.1	±0.1
Non-Permanent	96	±2	6	13	33	36	12	±4	3.3	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	8	21	35	30	6	±2	3.1	±0.1
FERS	98	±1	7	19	34	32	7	±1	3.1	±0.1
Other Plan	95	±2	7	13	36	31	12	±4	3.3	±0.1
Not Eligible	98	±1	7	20	34	31	8	±2	3.1	±0.1
Optional Eligible	98	±1	8	18	35	33	7	±2	3.1	±0.1
Discontinued Service	98	±1	9	20	36	29	6	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±2	5	16	31	39	9	±3	3.3	±0.1
30 to 39 Years Old	97	±1	7	18	34	33	8	±3	3.2	±0.1
40 to 49 Years Old	98	±1	8	20	34	31	7	±2	3.1	±0.1
50 to 59 Years Old	98	±1	8	20	35	30	7	±2	3.1	±0.1
60 Years Old or More	98	±1	7	17	37	31	8	±3	3.2	±0.1
6 Months to 4 Years of Service	97	±1	6	15	33	37	9	±3	3.3	±0.1
5 to 10 Years of Service	97	±1	7	19	32	34	8	±3	3.2	±0.1
11 to 20 Years of Service	98	±1	8	18	34	32	7	±2	3.1	±0.1
21 to 30 Years of Service	98	±1	8	21	35	29	7	±2	3.1	±0.1
More Than 30 Years of Service	98	±1	7	20	37	29	6	±2	3.1	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	8	20	35	31	6	±1	3.1	±0.1
Female	97	±1	7	18	33	33	9	±2	3.2	±0.1
Non-Hispanic White	98	±1	8	21	35	30	7	±1	3.1	±0.1
Total Minority	97	±1	7	15	33	35	9	±2	3.2	±0.1
Non-Hispanic Black	96	±1	6	15	33	37	9	±2	3.3	±0.1
Hispanic	97	±1	8	17	31	35	10	±3	3.2	±0.1
Non-Hispanic Asian	97	±1	7	12	36	37	8	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

e. Discussions with my supervisor/team leader about my performance are worthwhile.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	6	13	25	43	13	±1	3.4	±0.1
Army	98	±1	6	13	23	43	14	±2	3.5	±0.1
Navy	98	±1	7	13	26	42	11	±2	3.4	±0.1
Marine Corps	99	±2	8	15	27	38	12	±5	3.3	±0.1
Air Force	99	±1	6	12	24	44	14	±2	3.5	±0.1
DoD Agencies/Field Activities	98	±1	6	13	25	43	13	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	6	13	24	43	14	±1	3.5	±0.1
GS 1 to 4	97	±2	9	12	21	41	17	±4	3.5	±0.1
GS 5 to 8	97	±1	7	11	24	41	16	±2	3.5	±0.1
GS 9 to 12	98	±1	6	13	23	43	14	±2	3.5	±0.1
GS/GM 13 to 15	98	±1	5	14	23	45	13	±3	3.5	±0.1
SES	99	±2	7	13	24	39	18	±5	3.5	±0.1
Blue Collar Total	98	±1	7	14	29	41	10	±2	3.3	±0.1
WG 1 to 5	97	±2	10	14	27	36	13	±6	3.3	±0.2
WG 6 to 9	98	±2	7	13	29	39	11	±4	3.3	±0.1
WG 10 to 15	98	±1	8	14	31	40	8	±3	3.3	±0.1
WS/WL 1 to 19	99	±1	4	12	26	48	9	±5	3.4	±0.1
NSPS Pay Plans	98	±1	4	12	22	46	16	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	5	14	22	48	12	±2	3.5	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	4	12	22	46	16	±3	3.6	±0.1
All Others	98	±1	6	13	25	43	13	±1	3.4	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	6	13	24	45	12	±2	3.4	±0.1
Administrative	99	±1	6	13	22	44	15	±2	3.5	±0.1
Technical	98	±1	6	12	26	41	14	±2	3.4	±0.1
Clerical	97	±1	6	11	23	41	19	±3	3.6	±0.1
Other White Collar	99	±1	8	11	22	44	15	±4	3.5	±0.1
Blue Collar	98	±1	7	13	29	41	10	±2	3.3	±0.1
Scientists	98	±1	6	13	27	41	13	±4	3.4	±0.1
Engineers	98	±1	6	15	23	47	10	±3	3.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	6	13	23	47	12	±3	3.5	±0.1
Manager	97	±2	5	14	21	46	14	±4	3.5	±0.1
Wage Leader	97	±2	6	10	26	47	11	±7	3.5	±0.2
Wage Supervisor	98	±2	4	13	27	47	9	±6	3.4	±0.1
Team Leader	98	±1	6	14	24	42	15	±3	3.4	±0.1
Non-Supervisor	98	±1	7	13	25	42	13	±1	3.4	±0.1
EDUCATION										
No College	97	±1	6	11	26	42	14	±3	3.5	±0.1
Some College	98	±1	6	13	25	42	13	±2	3.4	±0.1
4-Year Degree	98	±1	6	14	24	44	12	±2	3.4	±0.1
Graduate/Professional Degree	98	±1	7	14	22	43	14	±2	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

e. Discussions with my supervisor/team leader about my performance are worthwhile.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	6	13	24	43	13	±1	3.4	±0.1
Other Than Full-Time	97	±2	7	9	28	38	19	±5	3.5	±0.2
CONUS	98	±1	6	13	24	43	13	±1	3.4	±0.1
OCONUS	98	±1	7	13	28	40	12	±4	3.4	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	6	13	24	45	14	±2	3.5	±0.1
In Bargaining Unit	98	±1	7	13	26	41	13	±2	3.4	±0.1
DISABILITY										
No Disability	98	±1	6	13	24	44	13	±1	3.5	±0.1
Disability	98	±1	8	14	26	38	13	±2	3.3	±0.1
Targeted Disability	98	±1	8	15	27	35	14	±4	3.3	±0.1
Other Disability	98	±1	8	13	26	40	13	±3	3.4	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	6	13	25	43	14	±2	3.5	±0.1
Veteran	98	±1	7	13	24	43	13	±2	3.4	±0.1
10 Point, 30%	98	±1	7	15	24	38	15	±3	3.4	±0.1
10 Point, Not 30%	99	±1	6	12	24	42	16	±4	3.5	±0.1
5 Point	98	±1	7	13	25	44	11	±2	3.4	±0.1
No Preference	98	±2	6	14	21	45	14	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	6	13	25	43	13	±1	3.4	±0.1
Non-Permanent	96	±2	6	9	25	43	17	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	6	14	27	42	11	±2	3.4	±0.1
FERS	98	±1	6	13	24	44	14	±1	3.5	±0.1
Other Plan	95	±2	7	11	26	41	16	±4	3.5	±0.1
Not Eligible	98	±1	6	13	23	44	14	±2	3.5	±0.1
Optional Eligible	98	±1	7	13	25	43	13	±2	3.4	±0.1
Discontinued Service	98	±1	7	14	28	40	11	±3	3.3	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±2	5	10	21	47	17	±3	3.6	±0.1
30 to 39 Years Old	98	±1	6	13	22	45	14	±3	3.5	±0.1
40 to 49 Years Old	98	±1	6	13	24	43	14	±2	3.4	±0.1
50 to 59 Years Old	98	±1	7	14	26	42	12	±2	3.4	±0.1
60 Years Old or More	98	±1	6	13	27	41	12	±3	3.4	±0.1
6 Months to 4 Years of Service	97	±1	5	11	22	45	16	±3	3.6	±0.1
5 to 10 Years of Service	98	±1	7	12	23	43	15	±3	3.5	±0.1
11 to 20 Years of Service	98	±1	7	14	23	44	13	±2	3.4	±0.1
21 to 30 Years of Service	98	±1	6	13	26	43	12	±2	3.4	±0.1
More Than 30 Years of Service	98	±1	6	14	28	41	11	±2	3.4	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	6	13	25	44	12	±1	3.4	±0.1
Female	98	±1	7	13	23	41	16	±2	3.5	±0.1
Non-Hispanic White	99	±1	6	14	25	43	13	±1	3.4	±0.1
Total Minority	97	±1	8	11	24	43	14	±2	3.5	±0.1
Non-Hispanic Black	96	±1	8	10	23	44	15	±2	3.5	±0.1
Hispanic	98	±1	7	12	25	41	15	±3	3.4	±0.1
Non-Hispanic Asian	97	±1	7	9	27	44	13	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

f. My supervisor and I formally discussed my performance during and at the end of my most recent performance rating period.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	6	10	15	51	18	±1	3.7	±0.1
Army	98	±1	6	11	15	50	18	±2	3.6	±0.1
Navy	99	±1	6	11	15	52	16	±2	3.6	±0.1
Marine Corps	98	±2	6	14	14	51	15	±5	3.5	±0.1
Air Force	98	±1	6	9	14	52	19	±2	3.7	±0.1
DoD Agencies/Field Activities	98	±1	6	9	16	51	19	±3	3.7	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	6	10	14	51	19	±1	3.7	±0.1
GS 1 to 4	96	±2	7	12	19	43	20	±4	3.6	±0.1
GS 5 to 8	98	±1	6	10	16	48	20	±2	3.7	±0.1
GS 9 to 12	99	±1	5	10	13	53	18	±2	3.7	±0.1
GS/GM 13 to 15	98	±1	6	11	12	53	18	±3	3.7	±0.1
SES	98	±2	10	14	9	46	20	±5	3.5	±0.2
Blue Collar Total	98	±1	7	11	19	49	14	±2	3.5	±0.1
WG 1 to 5	98	±2	9	13	21	40	17	±6	3.4	±0.2
WG 6 to 9	98	±2	7	10	22	46	14	±4	3.5	±0.1
WG 10 to 15	98	±1	8	10	18	51	13	±3	3.5	±0.1
WS/WL 1 to 19	99	±1	5	11	16	55	14	±5	3.6	±0.1
NSPS Pay Plans	98	±1	4	8	11	55	22	±3	3.8	±0.1
Demo/APS Pay Plans	99	±1	3	9	10	59	19	±2	3.8	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	4	8	11	55	22	±3	3.8	±0.1
All Others	98	±1	6	10	15	51	18	±1	3.7	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	5	9	13	55	17	±2	3.7	±0.1
Administrative	99	±1	6	10	12	52	20	±2	3.7	±0.1
Technical	98	±1	6	10	16	50	18	±2	3.6	±0.1
Clerical	97	±1	5	10	16	47	23	±3	3.7	±0.1
Other White Collar	99	±1	8	10	15	48	20	±4	3.6	±0.1
Blue Collar	98	±1	7	11	19	49	14	±2	3.5	±0.1
Scientists	98	±1	5	8	12	55	20	±4	3.8	±0.1
Engineers	99	±1	4	9	13	58	16	±3	3.7	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	6	11	15	53	16	±3	3.6	±0.1
Manager	97	±2	7	12	12	50	18	±4	3.6	±0.1
Wage Leader	98	±2	4	9	15	55	16	±7	3.7	±0.2
Wage Supervisor	97	±2	6	11	18	50	15	±6	3.6	±0.2
Team Leader	98	±1	5	10	13	52	19	±3	3.7	±0.1
Non-Supervisor	98	±1	6	10	15	51	18	±1	3.7	±0.1
EDUCATION										
No College	97	±1	5	9	17	50	19	±3	3.7	±0.1
Some College	98	±1	6	11	15	50	18	±2	3.6	±0.1
4-Year Degree	99	±1	6	9	15	53	17	±2	3.7	±0.1
Graduate/Professional Degree	98	±1	6	10	12	52	20	±2	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

62. Indicate the extent to which you agree or disagree with the following statements.

f. My supervisor and I formally discussed my performance during and at the end of my most recent performance rating period.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	6	10	15	52	18	±1	3.7	±0.1
Other Than Full-Time	96	±3	7	12	24	38	20	±5	3.5	±0.2
CONUS	98	±1	6	10	15	52	18	±1	3.7	±0.1
OCONUS	97	±2	8	11	18	48	15	±4	3.5	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	6	10	14	52	18	±2	3.7	±0.1
In Bargaining Unit	98	±1	6	10	16	50	17	±2	3.6	±0.1
DISABILITY										
No Disability	98	±1	5	10	15	52	18	±1	3.7	±0.1
Disability	98	±1	8	11	16	47	17	±2	3.6	±0.1
Targeted Disability	98	±1	8	13	16	44	19	±4	3.5	±0.1
Other Disability	98	±1	8	11	16	49	17	±3	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	5	9	15	52	18	±2	3.7	±0.1
Veteran	98	±1	6	11	15	50	17	±2	3.6	±0.1
10 Point, 30%	98	±1	8	12	17	44	20	±3	3.6	±0.1
10 Point, Not 30%	98	±1	7	11	13	48	21	±4	3.7	±0.1
5 Point	98	±1	6	11	15	52	16	±2	3.6	±0.1
No Preference	98	±1	6	9	15	51	18	±4	3.7	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	6	10	14	52	18	±1	3.7	±0.1
Non-Permanent	96	±2	8	11	22	41	18	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	5	10	14	54	17	±2	3.7	±0.1
FERS	98	±1	6	10	15	51	18	±1	3.7	±0.1
Other Plan	95	±2	6	12	23	41	18	±4	3.5	±0.1
Not Eligible	98	±1	5	10	14	51	19	±2	3.7	±0.1
Optional Eligible	98	±1	6	10	16	51	17	±2	3.6	±0.1
Discontinued Service	98	±1	6	12	15	52	15	±3	3.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	97	±2	4	7	19	49	21	±3	3.7	±0.1
30 to 39 Years Old	97	±1	6	9	14	52	18	±3	3.7	±0.1
40 to 49 Years Old	98	±1	6	10	15	51	18	±2	3.6	±0.1
50 to 59 Years Old	98	±1	6	11	14	52	17	±2	3.6	±0.1
60 Years Old or More	98	±1	6	11	15	51	17	±3	3.6	±0.1
6 Months to 4 Years of Service	97	±1	6	9	18	47	20	±3	3.7	±0.1
5 to 10 Years of Service	98	±1	6	10	15	50	20	±3	3.7	±0.1
11 to 20 Years of Service	98	±1	6	10	14	54	17	±2	3.7	±0.1
21 to 30 Years of Service	98	±1	6	10	15	51	18	±2	3.7	±0.1
More Than 30 Years of Service	98	±1	6	11	14	53	16	±2	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	6	10	15	52	17	±1	3.6	±0.1
Female	98	±1	6	10	14	50	20	±2	3.7	±0.1
Non-Hispanic White	98	±1	6	10	14	52	18	±1	3.7	±0.1
Total Minority	97	±1	6	9	17	49	18	±2	3.6	±0.1
Non-Hispanic Black	96	±1	6	9	15	51	19	±2	3.7	±0.1
Hispanic	97	±1	7	11	17	48	18	±3	3.6	±0.1
Non-Hispanic Asian	98	±1	5	8	22	50	15	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

63. How satisfied are you with the training you receive for your present job?

1. Very dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Very satisfied

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
OVERALL AND COMPONENT										
Total DoD	99	±1	5	13	25	44	12	±1	3.4	±0.1
Army	98	±1	5	14	24	45	13	±2	3.5	±0.1
Navy	99	±1	6	15	27	41	11	±2	3.4	±0.1
Marine Corps	98	±2	6	14	26	40	14	±5	3.4	±0.1
Air Force	99	±1	4	12	25	47	12	±2	3.5	±0.1
DoD Agencies/Field Activities	99	±1	6	13	26	44	12	±3	3.4	±0.1
PAY PLAN/GRADE										
White Collar Total	99	±1	5	14	25	44	12	±1	3.4	±0.1
GS 1 to 4	97	±2	6	12	25	44	13	±4	3.5	±0.1
GS 5 to 8	98	±1	7	15	25	41	12	±2	3.4	±0.1
GS 9 to 12	99	±1	5	15	25	44	11	±2	3.4	±0.1
GS/GM 13 to 15	99	±1	3	12	24	49	12	±3	3.5	±0.1
SES	99	±2	2	5	22	49	23	±5	3.9	±0.1
Blue Collar Total	98	±1	5	13	26	44	12	±2	3.4	±0.1
WG 1 to 5	99	±2	6	12	27	40	14	±6	3.4	±0.2
WG 6 to 9	98	±2	6	13	25	43	14	±4	3.5	±0.1
WG 10 to 15	98	±1	6	13	26	44	11	±3	3.4	±0.1
WS/WL 1 to 19	99	±1	3	12	27	46	12	±5	3.5	±0.1
NSPS Pay Plans	99	±1	3	10	23	51	13	±3	3.6	±0.1
Demo/APS Pay Plans	99	±1	3	11	25	50	11	±2	3.5	±0.1
NSPS STATUS										
Spiral 1.1	99	±1	3	10	23	51	13	±3	3.6	±0.1
All Others	99	±1	5	13	25	44	12	±1	3.4	±0.1
OCCUPATIONAL GROUPS										
Professional	99	±1	4	13	25	48	11	±2	3.5	±0.1
Administrative	99	±1	5	14	25	44	12	±2	3.4	±0.1
Technical	98	±1	6	15	25	42	12	±2	3.4	±0.1
Clerical	98	±1	6	14	26	42	13	±3	3.4	±0.1
Other White Collar	99	±1	9	14	23	43	12	±4	3.4	±0.1
Blue Collar	98	±1	5	13	26	44	13	±2	3.5	±0.1
Scientists	99	±1	4	14	26	47	9	±4	3.4	±0.1
Engineers	99	±1	5	14	26	47	8	±3	3.4	±0.1
SUPERVISOR/MANAGER										
Supervisor	99	±1	4	12	23	47	13	±3	3.5	±0.1
Manager	98	±2	4	11	24	47	15	±4	3.6	±0.1
Wage Leader	98	±2	3	13	29	42	13	±7	3.5	±0.2
Wage Supervisor	98	±2	5	11	24	49	11	±6	3.5	±0.2
Team Leader	99	±1	5	15	24	46	11	±3	3.4	±0.1
Non-Supervisor	99	±1	6	14	26	43	12	±1	3.4	±0.1
EDUCATION										
No College	98	±1	4	10	25	47	14	±3	3.6	±0.1
Some College	98	±1	6	14	25	43	12	±2	3.4	±0.1
4-Year Degree	99	±1	5	14	26	44	10	±2	3.4	±0.1
Graduate/Professional Degree	99	±1	4	12	24	46	13	±2	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question.

63. How satisfied are you with the training you receive for your present job?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Satisfaction	
SCHEDULE/LOCATION										
Full-Time	99	±1	5	14	25	44	12	±1	3.4	±0.1
Other Than Full-Time	97	±2	4	9	31	43	13	±6	3.5	±0.1
CONUS	99	±1	5	13	25	45	12	±1	3.5	±0.1
OCONUS	99	±1	7	15	28	38	13	±4	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	99	±1	4	13	25	45	12	±2	3.5	±0.1
In Bargaining Unit	98	±1	6	14	25	43	12	±2	3.4	±0.1
DISABILITY										
No Disability	99	±1	5	13	25	46	12	±1	3.5	±0.1
Disability	98	±1	7	16	26	38	12	±2	3.3	±0.1
Targeted Disability	98	±1	9	15	27	38	12	±4	3.3	±0.1
Other Disability	99	±1	7	17	26	38	12	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	99	±1	5	13	25	45	12	±2	3.5	±0.1
Veteran	98	±1	6	14	25	43	12	±2	3.4	±0.1
10 Point, 30%	99	±1	7	15	23	41	14	±3	3.4	±0.1
10 Point, Not 30%	99	±1	6	14	24	42	13	±4	3.4	±0.1
5 Point	98	±1	6	14	26	43	11	±2	3.4	±0.1
No Preference	99	±1	4	13	24	47	12	±4	3.5	±0.1
TYPE OF APPOINTMENT										
Permanent	99	±1	5	14	25	44	12	±1	3.4	±0.1
Non-Permanent	97	±2	4	11	27	44	15	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	99	±1	5	13	26	45	11	±2	3.5	±0.1
FERS	99	±1	5	14	24	44	12	±1	3.4	±0.1
Other Plan	96	±2	5	11	30	40	14	±4	3.5	±0.1
Not Eligible	99	±1	5	13	25	45	12	±2	3.5	±0.1
Optional Eligible	99	±1	5	13	25	44	12	±2	3.4	±0.1
Discontinued Service	98	±1	6	14	26	44	10	±3	3.4	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	98	±1	4	11	24	47	14	±3	3.6	±0.1
30 to 39 Years Old	98	±1	5	14	23	46	12	±3	3.5	±0.1
40 to 49 Years Old	99	±1	5	14	25	45	11	±2	3.4	±0.1
50 to 59 Years Old	99	±1	6	14	26	43	11	±2	3.4	±0.1
60 Years Old or More	99	±1	5	12	26	43	15	±3	3.5	±0.1
6 Months to 4 Years of Service	98	±1	4	12	25	45	13	±3	3.5	±0.1
5 to 10 Years of Service	98	±1	5	14	23	45	13	±3	3.5	±0.1
11 to 20 Years of Service	99	±1	6	14	24	46	11	±2	3.4	±0.1
21 to 30 Years of Service	99	±1	5	14	26	43	12	±2	3.4	±0.1
More Than 30 Years of Service	99	±1	5	13	26	43	13	±2	3.5	±0.1
GENDER & RACE/ETHNICITY										
Male	99	±1	5	13	25	44	11	±1	3.4	±0.1
Female	98	±1	5	14	25	44	13	±2	3.5	±0.1
Non-Hispanic White	99	±1	5	14	25	45	11	±1	3.4	±0.1
Total Minority	98	±1	6	13	24	43	13	±2	3.4	±0.1
Non-Hispanic Black	97	±1	5	13	22	44	15	±2	3.5	±0.1
Hispanic	98	±1	7	14	24	41	14	±3	3.4	±0.1
Non-Hispanic Asian	98	±1	7	10	30	43	11	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

a. My pay increases depend on how well I perform my job.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	16	32	26	21	5	±1	2.7	±0.1
Army	97	±1	15	31	27	22	6	±2	2.7	±0.1
Navy	98	±1	17	33	24	21	5	±2	2.6	±0.1
Marine Corps	97	±2	18	34	24	18	6	±5	2.6	±0.1
Air Force	98	±1	16	33	26	20	5	±2	2.6	±0.1
DoD Agencies/Field Activities	98	±1	17	33	26	20	5	±3	2.6	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	16	33	26	21	5	±1	2.7	±0.1
GS 1 to 4	96	±2	17	32	24	19	9	±4	2.7	±0.1
GS 5 to 8	97	±1	17	31	25	20	6	±2	2.7	±0.1
GS 9 to 12	98	±1	15	33	27	21	4	±2	2.7	±0.1
GS/GM 13 to 15	98	±1	14	37	24	21	4	±3	2.6	±0.1
SES	98	±2	13	20	16	36	15	±5	3.2	±0.2
Blue Collar Total	98	±1	20	35	29	13	3	±2	2.4	±0.1
WG 1 to 5	97	±2	18	34	25	16	7	±6	2.6	±0.2
WG 6 to 9	97	±2	19	31	32	14	4	±4	2.5	±0.1
WG 10 to 15	98	±1	22	37	27	11	2	±3	2.3	±0.1
WS/WL 1 to 19	99	±1	18	35	31	13	3	±5	2.5	±0.1
NSPS Pay Plans	98	±1	9	19	23	37	12	±3	3.2	±0.1
Demo/APS Pay Plans	99	±1	8	17	18	45	13	±2	3.4	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	9	19	23	37	12	±3	3.2	±0.1
All Others	98	±1	16	32	26	21	5	±1	2.7	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	14	32	24	25	4	±2	2.7	±0.1
Administrative	98	±1	14	31	26	23	6	±2	2.8	±0.1
Technical	97	±1	17	31	25	21	6	±2	2.7	±0.1
Clerical	96	±2	15	29	23	22	10	±3	2.8	±0.1
Other White Collar	98	±1	19	32	26	19	4	±4	2.6	±0.1
Blue Collar	98	±1	20	34	29	13	4	±2	2.5	±0.1
Scientists	98	±1	12	26	26	30	6	±4	2.9	±0.1
Engineers	99	±1	13	30	25	28	4	±3	2.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	15	33	24	21	6	±3	2.7	±0.1
Manager	97	±2	16	32	24	22	6	±4	2.7	±0.1
Wage Leader	96	±3	17	36	28	16	3	±7	2.5	±0.2
Wage Supervisor	97	±3	18	34	31	15	2	±6	2.5	±0.2
Team Leader	98	±1	14	33	23	23	7	±3	2.8	±0.1
Non-Supervisor	98	±1	16	32	26	21	5	±1	2.7	±0.1
EDUCATION										
No College	97	±1	14	32	28	19	7	±3	2.7	±0.1
Some College	98	±1	17	32	27	19	5	±2	2.6	±0.1
4-Year Degree	98	±1	15	33	24	23	5	±2	2.7	±0.1
Graduate/Professional Degree	98	±1	17	31	22	24	6	±2	2.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

a. My pay increases depend on how well I perform my job.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	16	32	26	21	5	±1	2.7	±0.1
Other Than Full-Time	96	±3	15	29	25	20	10	±5	2.8	±0.2
CONUS	98	±1	16	32	26	21	5	±1	2.7	±0.1
OCONUS	97	±1	19	32	27	16	5	±3	2.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	15	32	24	23	6	±2	2.7	±0.1
In Bargaining Unit	98	±1	18	32	27	19	4	±2	2.6	±0.1
DISABILITY										
No Disability	98	±1	16	32	26	21	5	±1	2.7	±0.1
Disability	97	±1	18	31	25	20	6	±2	2.6	±0.1
Targeted Disability	97	±2	18	31	24	21	6	±4	2.6	±0.1
Other Disability	98	±1	18	31	26	19	6	±3	2.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	15	32	25	22	6	±1	2.7	±0.1
Veteran	98	±1	17	33	26	19	5	±2	2.6	±0.1
10 Point, 30%	98	±1	18	31	23	21	7	±3	2.7	±0.1
10 Point, Not 30%	98	±1	17	30	26	20	6	±4	2.7	±0.1
5 Point	97	±1	17	34	27	18	4	±2	2.6	±0.1
No Preference	98	±2	19	30	26	20	5	±4	2.6	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	16	32	26	21	5	±1	2.7	±0.1
Non-Permanent	96	±2	19	26	28	20	7	±4	2.7	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	15	32	28	20	5	±2	2.7	±0.1
FERS	98	±1	16	32	25	21	6	±1	2.7	±0.1
Other Plan	95	±2	17	30	29	18	6	±4	2.7	±0.1
Not Eligible	98	±1	17	32	24	21	6	±2	2.7	±0.1
Optional Eligible	98	±1	15	31	27	21	5	±2	2.7	±0.1
Discontinued Service	98	±1	16	34	26	19	4	±3	2.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	19	25	28	22	6	±3	2.7	±0.1
30 to 39 Years Old	97	±1	19	32	24	21	5	±3	2.6	±0.1
40 to 49 Years Old	98	±1	16	32	25	21	6	±2	2.7	±0.1
50 to 59 Years Old	98	±1	15	34	26	20	5	±2	2.7	±0.1
60 Years Old or More	98	±1	14	29	28	24	5	±3	2.8	±0.1
6 Months to 4 Years of Service	96	±1	16	27	28	23	6	±3	2.8	±0.1
5 to 10 Years of Service	97	±1	18	31	23	22	6	±3	2.7	±0.1
11 to 20 Years of Service	98	±1	16	33	24	20	5	±2	2.7	±0.1
21 to 30 Years of Service	98	±1	15	33	26	20	5	±2	2.7	±0.1
More Than 30 Years of Service	98	±1	15	33	26	20	5	±2	2.7	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	16	32	27	20	4	±1	2.6	±0.1
Female	97	±1	15	32	24	22	7	±2	2.7	±0.1
Non-Hispanic White	98	±1	17	33	25	20	5	±1	2.6	±0.1
Total Minority	96	±1	14	29	27	23	7	±2	2.8	±0.1
Non-Hispanic Black	95	±1	13	31	26	24	7	±2	2.8	±0.1
Hispanic	98	±1	16	30	25	22	7	±3	2.7	±0.1
Non-Hispanic Asian	97	±2	12	25	32	24	7	±4	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

b. My performance standards/expectations are directly related to my organization's mission.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	3	9	25	51	12	±1	3.6	±0.1
Army	97	±1	3	8	22	53	14	±2	3.7	±0.1
Navy	98	±1	4	10	27	49	10	±2	3.5	±0.1
Marine Corps	97	±2	4	11	27	48	11	±5	3.5	±0.1
Air Force	98	±1	3	10	27	49	10	±2	3.5	±0.1
DoD Agencies/Field Activities	97	±1	4	9	25	50	12	±3	3.6	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	3	9	24	51	12	±1	3.6	±0.1
GS 1 to 4	96	±2	5	7	26	49	14	±4	3.6	±0.1
GS 5 to 8	97	±1	4	8	25	50	13	±2	3.6	±0.1
GS 9 to 12	98	±1	3	10	24	51	11	±2	3.6	±0.1
GS/GM 13 to 15	98	±1	3	10	22	54	11	±3	3.6	±0.1
SES	98	±2	2	4	10	53	30	±5	4.1	±0.1
Blue Collar Total	97	±1	4	10	29	47	10	±2	3.5	±0.1
WG 1 to 5	98	±2	4	9	31	43	13	±6	3.5	±0.1
WG 6 to 9	97	±2	5	10	27	47	11	±4	3.5	±0.1
WG 10 to 15	98	±1	4	10	31	47	9	±3	3.5	±0.1
WS/WL 1 to 19	98	±2	3	11	28	51	8	±5	3.5	±0.1
NSPS Pay Plans	98	±1	3	7	19	56	15	±3	3.7	±0.1
Demo/APS Pay Plans	99	±1	2	8	23	55	12	±2	3.7	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	3	7	19	56	15	±3	3.7	±0.1
All Others	98	±1	3	9	25	51	12	±1	3.6	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	3	10	24	54	10	±2	3.6	±0.1
Administrative	98	±1	3	9	22	52	13	±2	3.6	±0.1
Technical	97	±1	3	9	25	51	12	±2	3.6	±0.1
Clerical	96	±1	4	7	26	48	15	±3	3.6	±0.1
Other White Collar	98	±1	5	10	24	49	13	±4	3.5	±0.1
Blue Collar	97	±1	4	10	29	48	10	±2	3.5	±0.1
Scientists	98	±1	3	10	21	57	9	±4	3.6	±0.1
Engineers	99	±1	3	10	28	52	7	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	3	9	21	54	13	±3	3.6	±0.1
Manager	96	±3	2	10	18	54	16	±4	3.7	±0.1
Wage Leader	96	±3	4	12	26	49	10	±7	3.5	±0.2
Wage Supervisor	96	±3	4	9	24	53	10	±6	3.6	±0.1
Team Leader	98	±1	3	10	24	51	12	±3	3.6	±0.1
Non-Supervisor	98	±1	3	9	26	50	11	±1	3.6	±0.1
EDUCATION										
No College	97	±1	3	9	26	50	13	±3	3.6	±0.1
Some College	97	±1	3	9	26	50	12	±2	3.6	±0.1
4-Year Degree	98	±1	3	10	25	52	10	±2	3.6	±0.1
Graduate/Professional Degree	98	±1	3	10	21	53	13	±2	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.
b. My performance standards/expectations are directly related to my organization's mission.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	3	9	25	51	12	±1	3.6	±0.1
Other Than Full-Time	96	±3	4	6	26	49	16	±6	3.7	±0.1
CONUS	98	±1	3	9	25	51	11	±1	3.6	±0.1
OCONUS	98	±1	3	8	22	52	15	±4	3.7	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	3	9	23	53	12	±2	3.6	±0.1
In Bargaining Unit	97	±1	4	10	27	48	11	±2	3.5	±0.1
DISABILITY										
No Disability	98	±1	3	9	25	52	11	±1	3.6	±0.1
Disability	98	±1	5	11	25	47	13	±2	3.5	±0.1
Targeted Disability	97	±2	5	12	24	45	14	±4	3.5	±0.1
Other Disability	98	±1	4	10	25	48	13	±3	3.5	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	3	9	25	52	11	±2	3.6	±0.1
Veteran	98	±1	4	10	25	49	12	±2	3.6	±0.1
10 Point, 30%	98	±1	4	10	24	47	15	±3	3.6	±0.1
10 Point, Not 30%	97	±1	3	10	24	49	15	±4	3.6	±0.1
5 Point	97	±1	4	10	26	50	11	±2	3.5	±0.1
No Preference	98	±1	4	10	23	51	12	±4	3.6	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	3	9	25	51	11	±1	3.6	±0.1
Non-Permanent	96	±2	4	7	27	47	15	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	3	10	25	51	11	±2	3.6	±0.1
FERS	98	±1	3	9	25	51	12	±1	3.6	±0.1
Other Plan	95	±3	4	9	28	47	13	±4	3.5	±0.1
Not Eligible	98	±1	3	9	25	51	12	±2	3.6	±0.1
Optional Eligible	98	±1	3	10	25	51	12	±2	3.6	±0.1
Discontinued Service	98	±1	4	11	25	50	11	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	2	6	27	52	13	±3	3.7	±0.1
30 to 39 Years Old	97	±1	3	8	26	51	11	±3	3.6	±0.1
40 to 49 Years Old	98	±1	4	9	25	51	11	±2	3.6	±0.1
50 to 59 Years Old	98	±1	4	11	24	50	12	±2	3.6	±0.1
60 Years Old or More	98	±1	3	9	24	53	12	±3	3.6	±0.1
6 Months to 4 Years of Service	97	±1	3	7	26	52	12	±3	3.6	±0.1
5 to 10 Years of Service	97	±1	3	9	26	49	13	±3	3.6	±0.1
11 to 20 Years of Service	98	±1	3	9	25	52	11	±2	3.6	±0.1
21 to 30 Years of Service	98	±1	3	10	24	51	12	±2	3.6	±0.1
More Than 30 Years of Service	98	±1	3	10	24	50	12	±2	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	3	10	26	50	10	±1	3.5	±0.1
Female	97	±1	3	8	23	52	14	±2	3.7	±0.1
Non-Hispanic White	98	±1	3	10	25	51	11	±1	3.6	±0.1
Total Minority	97	±1	3	8	24	51	13	±2	3.6	±0.1
Non-Hispanic Black	96	±1	3	8	23	52	13	±2	3.6	±0.1
Hispanic	97	±2	3	9	24	49	15	±3	3.6	±0.1
Non-Hispanic Asian	98	±1	3	5	25	54	13	±4	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

c. My performance standards/expectations take into account the important parts of my job.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	97	±1	4	10	24	51	12	±1	3.6	±0.1
Army	97	±1	3	9	21	53	14	±2	3.7	±0.1
Navy	98	±1	4	11	26	49	10	±2	3.5	±0.1
Marine Corps	97	±2	4	14	25	46	11	±5	3.5	±0.1
Air Force	98	±1	4	10	26	50	11	±2	3.5	±0.1
DoD Agencies/Field Activities	97	±1	4	11	24	50	11	±3	3.5	±0.1
PAY PLAN/GRADE										
White Collar Total	97	±1	4	10	23	51	12	±1	3.6	±0.1
GS 1 to 4	96	±2	4	8	26	47	15	±4	3.6	±0.1
GS 5 to 8	96	±1	4	10	24	49	13	±2	3.6	±0.1
GS 9 to 12	98	±1	3	10	23	51	12	±2	3.6	±0.1
GS/GM 13 to 15	98	±1	3	11	19	57	11	±3	3.6	±0.1
SES	98	±2	2	6	10	54	28	±5	4.0	±0.1
Blue Collar Total	97	±1	4	11	29	47	10	±2	3.5	±0.1
WG 1 to 5	97	±2	4	11	32	40	13	±6	3.5	±0.1
WG 6 to 9	97	±2	5	10	29	44	12	±4	3.5	±0.1
WG 10 to 15	97	±1	5	10	29	47	9	±3	3.5	±0.1
WS/WL 1 to 19	98	±2	3	11	27	52	7	±5	3.5	±0.1
NSPS Pay Plans	98	±1	3	9	20	54	14	±3	3.7	±0.1
Demo/APS Pay Plans	99	±1	3	11	21	54	12	±2	3.6	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	3	9	20	54	14	±3	3.7	±0.1
All Others	97	±1	4	10	24	51	12	±1	3.6	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	3	12	22	54	9	±2	3.5	±0.1
Administrative	98	±1	4	9	21	53	13	±2	3.6	±0.1
Technical	97	±1	4	10	25	50	12	±2	3.6	±0.1
Clerical	95	±2	4	9	25	46	16	±3	3.6	±0.1
Other White Collar	98	±1	5	10	24	48	13	±4	3.5	±0.1
Blue Collar	97	±1	4	10	28	47	10	±2	3.5	±0.1
Scientists	98	±1	4	10	20	56	10	±4	3.6	±0.1
Engineers	98	±1	3	13	24	53	7	±3	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	4	10	18	55	12	±3	3.6	±0.1
Manager	96	±2	3	8	19	54	16	±4	3.7	±0.1
Wage Leader	96	±3	3	11	27	49	10	±7	3.5	±0.2
Wage Supervisor	96	±3	4	12	25	51	8	±6	3.5	±0.1
Team Leader	98	±1	4	12	22	50	12	±3	3.6	±0.1
Non-Supervisor	98	±1	4	10	25	50	11	±1	3.5	±0.1
EDUCATION										
No College	97	±1	3	8	26	49	14	±3	3.6	±0.1
Some College	97	±1	4	10	25	49	12	±2	3.5	±0.1
4-Year Degree	98	±1	4	11	22	53	10	±2	3.5	±0.1
Graduate/Professional Degree	98	±1	4	11	20	53	12	±2	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

c. My performance standards/expectations take into account the important parts of my job.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	97	±1	4	10	24	51	12	±1	3.6	±0.1
Other Than Full-Time	95	±3	4	8	27	46	15	±6	3.6	±0.1
CONUS	97	±1	4	10	24	51	11	±1	3.6	±0.1
OCONUS	97	±2	4	8	23	50	15	±4	3.6	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	3	10	22	53	12	±2	3.6	±0.1
In Bargaining Unit	97	±1	4	11	26	48	11	±2	3.5	±0.1
DISABILITY										
No Disability	98	±1	3	10	23	52	11	±1	3.6	±0.1
Disability	97	±1	5	11	25	45	13	±2	3.5	±0.1
Targeted Disability	97	±2	5	12	25	45	14	±4	3.5	±0.1
Other Disability	97	±1	5	11	25	46	13	±3	3.5	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	3	10	23	52	11	±2	3.6	±0.1
Veteran	98	±1	4	11	24	49	12	±2	3.5	±0.1
10 Point, 30%	98	±1	5	11	23	45	16	±3	3.6	±0.1
10 Point, Not 30%	97	±1	4	9	23	47	16	±4	3.6	±0.1
5 Point	97	±1	4	11	25	50	11	±2	3.5	±0.1
No Preference	98	±2	4	11	22	52	11	±4	3.6	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	4	10	23	51	12	±1	3.6	±0.1
Non-Permanent	96	±2	4	7	30	44	15	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	4	10	24	52	11	±2	3.6	±0.1
FERS	97	±1	4	10	23	51	12	±1	3.6	±0.1
Other Plan	94	±2	4	10	27	45	13	±4	3.5	±0.1
Not Eligible	97	±1	3	10	24	51	12	±2	3.6	±0.1
Optional Eligible	97	±1	4	10	24	50	12	±2	3.6	±0.1
Discontinued Service	98	±1	4	11	23	52	10	±3	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	2	8	24	53	13	±3	3.7	±0.1
30 to 39 Years Old	97	±1	3	9	25	51	11	±3	3.6	±0.1
40 to 49 Years Old	97	±1	4	10	24	50	11	±2	3.5	±0.1
50 to 59 Years Old	98	±1	4	11	23	50	12	±2	3.5	±0.1
60 Years Old or More	98	±1	3	10	23	52	12	±3	3.6	±0.1
6 Months to 4 Years of Service	96	±1	3	8	26	51	12	±3	3.6	±0.1
5 to 10 Years of Service	97	±1	4	10	24	49	13	±3	3.6	±0.1
11 to 20 Years of Service	98	±1	4	11	23	52	11	±2	3.5	±0.1
21 to 30 Years of Service	98	±1	4	11	23	51	12	±2	3.6	±0.1
More Than 30 Years of Service	98	±1	3	11	24	50	12	±2	3.6	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	4	11	25	50	11	±1	3.5	±0.1
Female	97	±1	4	10	22	51	14	±2	3.6	±0.1
Non-Hispanic White	98	±1	4	11	24	51	11	±1	3.5	±0.1
Total Minority	96	±1	4	8	23	51	14	±2	3.6	±0.1
Non-Hispanic Black	95	±1	4	9	23	51	14	±2	3.6	±0.1
Hispanic	97	±1	4	9	22	50	16	±3	3.6	±0.1
Non-Hispanic Asian	97	±2	3	6	23	55	13	±4	3.7	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

d. My cash awards depend on how well I perform my job.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	14	16	23	35	12	±1	3.2	±0.1
Army	97	±1	13	15	24	35	13	±2	3.2	±0.1
Navy	98	±1	15	18	25	33	10	±2	3.0	±0.1
Marine Corps	97	±2	18	18	27	27	9	±5	2.9	±0.2
Air Force	98	±1	12	15	20	39	13	±2	3.3	±0.1
DoD Agencies/Field Activities	98	±1	15	15	23	36	12	±3	3.1	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	13	16	22	36	12	±1	3.2	±0.1
GS 1 to 4	96	±2	15	14	29	26	15	±4	3.1	±0.1
GS 5 to 8	97	±1	16	14	22	35	13	±2	3.2	±0.1
GS 9 to 12	98	±1	13	17	22	36	12	±2	3.2	±0.1
GS/GM 13 to 15	98	±1	10	16	19	43	12	±3	3.3	±0.1
SES	98	±2	9	11	14	45	21	±5	3.6	±0.2
Blue Collar Total	97	±1	17	17	25	30	11	±2	3.0	±0.1
WG 1 to 5	96	±2	15	19	25	27	14	±6	3.1	±0.2
WG 6 to 9	97	±2	20	16	26	26	12	±4	2.9	±0.1
WG 10 to 15	97	±1	18	19	26	29	8	±3	2.9	±0.1
WS/WL 1 to 19	98	±2	12	15	23	37	13	±5	3.2	±0.1
NSPS Pay Plans	98	±1	7	12	19	45	17	±3	3.5	±0.1
Demo/APS Pay Plans	98	±1	8	15	23	43	12	±2	3.4	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	7	12	19	45	17	±3	3.5	±0.1
All Others	98	±1	14	16	23	35	12	±1	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	12	18	23	38	9	±2	3.1	±0.1
Administrative	98	±1	11	14	21	39	14	±2	3.3	±0.1
Technical	97	±1	16	15	24	33	13	±2	3.1	±0.1
Clerical	96	±2	12	13	22	35	17	±3	3.3	±0.1
Other White Collar	98	±1	23	15	21	31	10	±4	2.9	±0.1
Blue Collar	97	±1	17	18	25	30	11	±2	3.0	±0.1
Scientists	98	±1	7	16	23	43	11	±4	3.3	±0.1
Engineers	99	±1	10	18	22	42	8	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	11	15	21	40	14	±3	3.3	±0.1
Manager	96	±2	11	14	18	41	15	±4	3.4	±0.1
Wage Leader	97	±3	12	21	23	31	13	±6	3.1	±0.2
Wage Supervisor	97	±3	10	13	22	43	11	±6	3.3	±0.2
Team Leader	98	±1	11	18	20	37	13	±3	3.2	±0.1
Non-Supervisor	98	±1	15	16	24	34	11	±1	3.1	±0.1
EDUCATION										
No College	97	±1	13	14	22	36	14	±3	3.2	±0.1
Some College	97	±1	15	16	23	34	13	±2	3.1	±0.1
4-Year Degree	98	±1	12	17	24	37	10	±2	3.2	±0.1
Graduate/Professional Degree	98	±1	13	16	22	38	11	±2	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

d. My cash awards depend on how well I perform my job.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	14	16	23	36	12	±1	3.2	±0.1
Other Than Full-Time	95	±3	14	14	34	23	15	±6	3.1	±0.2
CONUS	98	±1	14	16	23	36	12	±1	3.2	±0.1
OCONUS	98	±1	17	16	27	30	11	±3	3.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	12	16	22	38	13	±2	3.2	±0.1
In Bargaining Unit	97	±1	16	16	24	32	11	±2	3.1	±0.1
DISABILITY										
No Disability	98	±1	13	16	23	36	12	±1	3.2	±0.1
Disability	97	±1	17	16	22	31	13	±2	3.1	±0.1
Targeted Disability	97	±2	18	16	23	29	13	±4	3.0	±0.1
Other Disability	98	±1	17	16	22	32	13	±3	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	13	16	22	36	12	±1	3.2	±0.1
Veteran	98	±1	15	15	24	34	12	±2	3.1	±0.1
10 Point, 30%	98	±1	16	14	22	31	16	±3	3.2	±0.1
10 Point, Not 30%	97	±1	14	14	24	33	15	±4	3.2	±0.1
5 Point	98	±1	15	16	24	35	10	±2	3.1	±0.1
No Preference	98	±1	14	14	25	35	12	±4	3.2	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	14	16	22	36	12	±1	3.2	±0.1
Non-Permanent	96	±2	18	14	32	23	12	±4	3.0	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	12	16	21	39	12	±2	3.2	±0.1
FERS	98	±1	14	16	23	35	12	±1	3.1	±0.1
Other Plan	95	±2	17	16	30	26	11	±4	3.0	±0.1
Not Eligible	98	±1	14	16	23	35	12	±2	3.2	±0.1
Optional Eligible	98	±1	13	16	22	36	12	±2	3.2	±0.1
Discontinued Service	98	±1	16	16	23	35	10	±3	3.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	16	14	30	30	11	±3	3.1	±0.1
30 to 39 Years Old	97	±1	16	15	25	32	11	±3	3.1	±0.1
40 to 49 Years Old	98	±1	14	16	23	36	12	±2	3.2	±0.1
50 to 59 Years Old	98	±1	13	16	21	37	12	±2	3.2	±0.1
60 Years Old or More	98	±1	11	16	22	38	13	±3	3.2	±0.1
6 Months to 4 Years of Service	96	±1	14	14	31	29	11	±3	3.1	±0.1
5 to 10 Years of Service	97	±1	17	16	24	31	12	±3	3.1	±0.1
11 to 20 Years of Service	98	±1	15	16	22	36	11	±2	3.1	±0.1
21 to 30 Years of Service	98	±1	13	16	21	38	12	±2	3.2	±0.1
More Than 30 Years of Service	98	±1	12	16	22	37	13	±2	3.2	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	14	16	24	35	11	±1	3.1	±0.1
Female	97	±1	14	16	21	36	14	±2	3.2	±0.1
Non-Hispanic White	98	±1	14	16	22	36	11	±1	3.1	±0.1
Total Minority	96	±1	14	14	25	34	13	±2	3.2	±0.1
Non-Hispanic Black	95	±1	14	14	24	35	14	±2	3.2	±0.1
Hispanic	97	±1	14	15	22	34	15	±3	3.2	±0.1
Non-Hispanic Asian	97	±1	10	14	29	35	11	±4	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

e. Procedures for reconsidering performance appraisal ratings are fair.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	97	±1	8	11	44	30	7	±1	3.1	±0.1
Army	97	±1	7	10	44	32	8	±2	3.2	±0.1
Navy	97	±1	9	12	46	28	5	±2	3.1	±0.1
Marine Corps	96	±3	11	13	45	25	6	±5	3.0	±0.1
Air Force	98	±1	9	13	42	30	6	±2	3.1	±0.1
DoD Agencies/Field Activities	97	±1	8	12	46	28	7	±3	3.1	±0.1
PAY PLAN/GRADE										
White Collar Total	97	±1	7	10	46	30	7	±1	3.2	±0.1
GS 1 to 4	96	±2	10	11	38	30	11	±4	3.2	±0.1
GS 5 to 8	96	±1	10	11	40	31	8	±2	3.2	±0.1
GS 9 to 12	98	±1	7	11	46	29	6	±2	3.2	±0.1
GS/GM 13 to 15	98	±1	5	7	51	31	6	±3	3.3	±0.1
SES	98	±2	4	6	40	37	13	±5	3.5	±0.1
Blue Collar Total	97	±1	12	15	40	28	6	±2	3.0	±0.1
WG 1 to 5	97	±2	14	15	35	26	10	±6	3.0	±0.2
WG 6 to 9	96	±2	13	15	36	29	6	±4	3.0	±0.1
WG 10 to 15	97	±1	12	16	43	25	5	±3	2.9	±0.1
WS/WL 1 to 19	98	±2	9	13	38	34	6	±5	3.1	±0.1
NSPS Pay Plans	97	±1	6	10	45	32	7	±3	3.2	±0.1
Demo/APS Pay Plans	98	±1	6	11	44	33	7	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	97	±1	6	10	45	32	7	±3	3.2	±0.1
All Others	97	±1	8	11	44	30	7	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	6	10	51	29	4	±2	3.2	±0.1
Administrative	98	±1	6	10	46	31	7	±2	3.2	±0.1
Technical	97	±1	9	12	41	30	8	±2	3.2	±0.1
Clerical	95	±2	8	9	39	32	11	±3	3.3	±0.1
Other White Collar	97	±2	14	12	39	29	6	±4	3.0	±0.1
Blue Collar	97	±1	12	15	39	28	6	±2	3.0	±0.1
Scientists	97	±2	5	9	50	32	5	±4	3.2	±0.1
Engineers	98	±1	5	10	52	30	3	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	97	±1	6	10	42	35	7	±3	3.3	±0.1
Manager	96	±2	5	9	44	35	8	±4	3.3	±0.1
Wage Leader	97	±3	9	17	41	27	6	±7	3.0	±0.2
Wage Supervisor	95	±3	8	13	40	34	5	±6	3.2	±0.1
Team Leader	97	±1	7	11	47	28	7	±3	3.2	±0.1
Non-Supervisor	97	±1	9	12	44	29	6	±1	3.1	±0.1
EDUCATION										
No College	96	±1	10	13	36	31	9	±3	3.2	±0.1
Some College	97	±1	9	12	43	29	7	±2	3.1	±0.1
4-Year Degree	98	±1	7	10	49	30	5	±2	3.2	±0.1
Graduate/Professional Degree	97	±1	6	10	48	30	6	±2	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

e. Procedures for reconsidering performance appraisal ratings are fair.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	97	±1	8	11	44	30	6	±1	3.1	±0.1
Other Than Full-Time	95	±3	8	9	45	25	12	±6	3.2	±0.2
CONUS	97	±1	8	11	44	30	6	±1	3.1	±0.1
OCONUS	97	±1	7	11	47	28	7	±4	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	97	±1	7	10	45	31	7	±2	3.2	±0.1
In Bargaining Unit	97	±1	10	13	44	28	6	±2	3.1	±0.1
DISABILITY										
No Disability	97	±1	8	11	45	30	6	±1	3.2	±0.1
Disability	97	±1	11	13	41	27	7	±2	3.1	±0.1
Targeted Disability	96	±2	12	14	39	28	7	±4	3.0	±0.1
Other Disability	97	±1	11	12	42	27	8	±3	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	8	11	45	30	6	±2	3.2	±0.1
Veteran	97	±1	9	11	43	30	7	±2	3.1	±0.1
10 Point, 30%	98	±1	10	11	41	28	9	±3	3.1	±0.1
10 Point, Not 30%	97	±1	8	9	44	31	8	±4	3.2	±0.1
5 Point	97	±1	9	12	44	29	6	±2	3.1	±0.1
No Preference	98	±2	7	11	43	33	6	±4	3.2	±0.1
TYPE OF APPOINTMENT										
Permanent	97	±1	8	11	44	30	6	±1	3.1	±0.1
Non-Permanent	95	±2	9	10	45	27	9	±4	3.2	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	8	13	43	30	6	±2	3.1	±0.1
FERS	97	±1	8	11	45	30	7	±1	3.2	±0.1
Other Plan	94	±2	9	12	45	25	9	±4	3.1	±0.1
Not Eligible	97	±1	8	10	47	28	7	±2	3.2	±0.1
Optional Eligible	97	±1	9	12	41	31	7	±2	3.1	±0.1
Discontinued Service	98	±1	10	12	43	30	5	±3	3.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	6	9	44	32	8	±3	3.3	±0.1
30 to 39 Years Old	97	±1	8	9	48	29	6	±3	3.2	±0.1
40 to 49 Years Old	97	±1	8	11	45	29	6	±2	3.1	±0.1
50 to 59 Years Old	97	±1	9	13	42	30	6	±2	3.1	±0.1
60 Years Old or More	97	±1	8	13	40	31	7	±3	3.1	±0.1
6 Months to 4 Years of Service	96	±1	6	10	47	29	8	±3	3.2	±0.1
5 to 10 Years of Service	96	±1	9	10	43	30	7	±3	3.2	±0.1
11 to 20 Years of Service	98	±1	9	11	44	30	6	±2	3.1	±0.1
21 to 30 Years of Service	97	±1	8	12	44	29	6	±2	3.1	±0.1
More Than 30 Years of Service	98	±1	8	12	42	31	7	±2	3.2	±0.1
GENDER & RACE/ETHNICITY										
Male	97	±1	8	11	44	30	6	±1	3.1	±0.1
Female	97	±1	8	11	44	29	8	±2	3.2	±0.1
Non-Hispanic White	98	±1	8	11	46	29	6	±1	3.2	±0.1
Total Minority	96	±1	10	12	39	32	7	±2	3.1	±0.1
Non-Hispanic Black	95	±1	10	12	39	31	8	±2	3.1	±0.1
Hispanic	97	±1	10	12	39	31	8	±3	3.1	±0.1
Non-Hispanic Asian	96	±2	7	11	39	37	6	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

f. Employees at this installation/activity are treated fairly with regard to grievances.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	98	±1	6	9	49	30	7	±1	3.2	±0.1
Army	97	±1	6	10	47	31	7	±2	3.2	±0.1
Navy	98	±1	6	8	48	31	6	±2	3.2	±0.1
Marine Corps	97	±2	7	10	47	30	6	±5	3.2	±0.1
Air Force	98	±1	5	9	52	28	6	±2	3.2	±0.1
DoD Agencies/Field Activities	98	±1	5	8	50	29	7	±3	3.2	±0.1
PAY PLAN/GRADE										
White Collar Total	98	±1	5	8	50	29	7	±1	3.2	±0.1
GS 1 to 4	96	±2	8	10	42	31	9	±4	3.2	±0.1
GS 5 to 8	97	±1	8	10	48	27	7	±2	3.2	±0.1
GS 9 to 12	98	±1	5	8	53	28	6	±2	3.2	±0.1
GS/GM 13 to 15	98	±1	2	5	50	33	9	±3	3.4	±0.1
SES	98	±2	1	1	20	54	25	±5	4.0	±0.1
Blue Collar Total	97	±1	8	12	41	32	6	±2	3.2	±0.1
WG 1 to 5	97	±2	11	12	41	29	7	±6	3.1	±0.2
WG 6 to 9	97	±2	10	13	43	28	6	±4	3.1	±0.1
WG 10 to 15	98	±1	8	14	45	28	5	±3	3.1	±0.1
WS/WL 1 to 19	98	±2	3	6	33	48	9	±5	3.5	±0.1
NSPS Pay Plans	98	±1	3	6	56	27	7	±3	3.3	±0.1
Demo/APS Pay Plans	98	±1	3	5	56	30	6	±2	3.3	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	3	6	56	27	7	±3	3.3	±0.1
All Others	98	±1	6	9	49	30	7	±1	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	98	±1	3	6	55	29	6	±2	3.3	±0.1
Administrative	98	±1	4	8	51	29	8	±2	3.3	±0.1
Technical	97	±1	6	10	49	29	6	±2	3.2	±0.1
Clerical	96	±1	7	9	48	27	9	±3	3.2	±0.1
Other White Collar	98	±1	12	12	37	30	9	±4	3.1	±0.1
Blue Collar	97	±1	8	12	41	32	6	±2	3.2	±0.1
Scientists	97	±2	4	6	56	29	6	±4	3.3	±0.1
Engineers	98	±1	3	6	57	30	5	±3	3.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	4	7	41	39	9	±3	3.4	±0.1
Manager	97	±2	3	5	31	45	16	±4	3.7	±0.1
Wage Leader	97	±3	8	7	41	39	5	±7	3.3	±0.2
Wage Supervisor	96	±3	4	7	30	50	9	±6	3.5	±0.1
Team Leader	98	±1	4	9	53	27	7	±3	3.2	±0.1
Non-Supervisor	98	±1	6	10	52	27	6	±1	3.2	±0.1
EDUCATION										
No College	97	±1	7	10	44	32	8	±3	3.2	±0.1
Some College	97	±1	7	10	47	29	7	±2	3.2	±0.1
4-Year Degree	98	±1	4	8	53	29	6	±2	3.3	±0.1
Graduate/Professional Degree	98	±1	4	6	52	31	7	±2	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

f. Employees at this installation/activity are treated fairly with regard to grievances.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	98	±1	5	9	49	30	7	±1	3.2	±0.1
Other Than Full-Time	96	±3	7	6	46	29	11	±6	3.3	±0.1
CONUS	98	±1	5	9	49	30	7	±1	3.2	±0.1
OCONUS	97	±1	6	8	47	31	8	±4	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	4	7	48	32	8	±2	3.3	±0.1
In Bargaining Unit	97	±1	7	11	50	27	5	±2	3.1	±0.1
DISABILITY										
No Disability	98	±1	5	8	49	31	7	±1	3.3	±0.1
Disability	98	±1	9	12	48	25	6	±2	3.1	±0.1
Targeted Disability	97	±2	9	14	47	24	6	±4	3.0	±0.1
Other Disability	98	±1	8	11	49	26	6	±3	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	98	±1	5	8	50	29	7	±2	3.2	±0.1
Veteran	98	±1	6	9	47	30	7	±2	3.2	±0.1
10 Point, 30%	98	±1	7	9	48	26	9	±3	3.2	±0.1
10 Point, Not 30%	97	±1	5	9	49	29	9	±4	3.3	±0.1
5 Point	98	±1	6	10	47	31	7	±2	3.2	±0.1
No Preference	98	±1	5	8	46	34	6	±4	3.3	±0.1
TYPE OF APPOINTMENT										
Permanent	98	±1	6	9	49	30	7	±1	3.2	±0.1
Non-Permanent	96	±2	5	8	47	31	9	±4	3.3	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	6	9	47	32	7	±2	3.2	±0.1
FERS	98	±1	5	9	50	29	7	±1	3.2	±0.1
Other Plan	95	±2	6	9	47	30	9	±4	3.3	±0.1
Not Eligible	98	±1	5	8	51	29	7	±2	3.2	±0.1
Optional Eligible	98	±1	6	10	47	31	7	±2	3.2	±0.1
Discontinued Service	98	±1	7	9	48	30	7	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	4	7	47	33	10	±3	3.4	±0.1
30 to 39 Years Old	97	±1	7	9	50	28	7	±3	3.2	±0.1
40 to 49 Years Old	98	±1	5	9	51	29	6	±2	3.2	±0.1
50 to 59 Years Old	98	±1	6	9	47	30	7	±2	3.2	±0.1
60 Years Old or More	98	±1	5	9	47	32	7	±3	3.3	±0.1
6 Months to 4 Years of Service	96	±1	4	7	51	30	8	±3	3.3	±0.1
5 to 10 Years of Service	97	±1	7	9	49	26	9	±3	3.2	±0.1
11 to 20 Years of Service	98	±1	6	10	50	29	6	±2	3.2	±0.1
21 to 30 Years of Service	98	±1	6	9	49	30	7	±2	3.2	±0.1
More Than 30 Years of Service	98	±1	5	8	46	34	7	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	5	9	47	32	7	±1	3.3	±0.1
Female	97	±1	6	9	52	26	7	±2	3.2	±0.1
Non-Hispanic White	98	±1	5	8	49	31	7	±1	3.3	±0.1
Total Minority	97	±1	8	11	48	26	6	±2	3.1	±0.1
Non-Hispanic Black	96	±1	9	12	49	24	6	±2	3.1	±0.1
Hispanic	97	±1	7	11	45	28	8	±3	3.2	±0.1
Non-Hispanic Asian	97	±2	5	7	48	34	6	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

g. Employees at this installation/activity are treated fairly with regard to appeals.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	97	±1	5	7	55	27	6	±1	3.2	±0.1
Army	97	±1	5	7	53	29	7	±2	3.3	±0.1
Navy	98	±1	5	6	55	28	6	±2	3.2	±0.1
Marine Corps	97	±2	6	8	54	27	6	±5	3.2	±0.1
Air Force	98	±1	5	7	57	25	6	±2	3.2	±0.1
DoD Agencies/Field Activities	97	±1	5	6	57	26	7	±3	3.2	±0.1
PAY PLAN/GRADE										
White Collar Total	97	±1	4	6	56	27	7	±1	3.2	±0.1
GS 1 to 4	96	±2	7	7	49	29	8	±4	3.2	±0.1
GS 5 to 8	97	±1	7	8	54	25	7	±2	3.2	±0.1
GS 9 to 12	98	±1	4	6	59	25	5	±2	3.2	±0.1
GS/GM 13 to 15	98	±1	2	3	55	31	9	±3	3.4	±0.1
SES	98	±2	1	1	23	51	25	±5	4.0	±0.1
Blue Collar Total	97	±1	7	9	48	30	5	±2	3.2	±0.1
WG 1 to 5	97	±2	9	12	47	26	6	±6	3.1	±0.2
WG 6 to 9	96	±2	8	11	49	27	5	±4	3.1	±0.1
WG 10 to 15	98	±1	7	10	52	26	4	±3	3.1	±0.1
WS/WL 1 to 19	98	±2	3	5	39	45	8	±5	3.5	±0.1
NSPS Pay Plans	98	±1	3	4	61	25	7	±3	3.3	±0.1
Demo/APS Pay Plans	98	±1	3	4	61	27	5	±2	3.3	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	3	4	61	25	7	±3	3.3	±0.1
All Others	97	±1	5	7	55	27	6	±1	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	97	±1	3	4	62	26	5	±2	3.3	±0.1
Administrative	98	±1	3	6	57	27	7	±2	3.3	±0.1
Technical	97	±1	5	7	55	27	6	±2	3.2	±0.1
Clerical	96	±1	6	6	53	26	9	±3	3.3	±0.1
Other White Collar	98	±1	10	10	44	28	8	±4	3.1	±0.1
Blue Collar	97	±1	7	9	48	30	6	±2	3.2	±0.1
Scientists	97	±2	3	3	64	25	5	±4	3.3	±0.1
Engineers	98	±1	2	4	64	25	4	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	3	5	46	37	9	±3	3.4	±0.1
Manager	96	±2	2	4	37	41	15	±4	3.6	±0.1
Wage Leader	97	±3	7	6	46	36	5	±7	3.3	±0.2
Wage Supervisor	96	±3	4	6	35	46	9	±6	3.5	±0.1
Team Leader	97	±1	4	6	59	25	6	±3	3.2	±0.1
Non-Supervisor	97	±1	5	7	58	24	5	±1	3.2	±0.1
EDUCATION										
No College	97	±1	6	8	49	30	7	±3	3.2	±0.1
Some College	97	±1	5	8	54	27	6	±2	3.2	±0.1
4-Year Degree	98	±1	4	5	58	27	6	±2	3.3	±0.1
Graduate/Professional Degree	97	±1	3	4	58	28	7	±2	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.
g. Employees at this installation/activity are treated fairly with regard to appeals.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	97	±1	5	7	55	27	6	±1	3.2	±0.1
Other Than Full-Time	95	±3	6	5	54	26	10	±6	3.3	±0.1
CONUS	97	±1	5	7	55	27	6	±1	3.2	±0.1
OCONUS	97	±1	5	6	53	28	7	±4	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	97	±1	4	6	54	29	8	±2	3.3	±0.1
In Bargaining Unit	97	±1	6	8	56	25	5	±2	3.1	±0.1
DISABILITY										
No Disability	97	±1	4	6	55	28	6	±1	3.3	±0.1
Disability	97	±1	7	9	55	23	5	±2	3.1	±0.1
Targeted Disability	97	±2	8	11	53	22	6	±4	3.1	±0.1
Other Disability	97	±1	7	9	56	23	5	±3	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	5	6	56	27	6	±2	3.2	±0.1
Veteran	97	±1	5	7	54	28	7	±2	3.2	±0.1
10 Point, 30%	98	±1	6	7	55	24	8	±3	3.2	±0.1
10 Point, Not 30%	97	±1	4	7	55	26	7	±4	3.3	±0.1
5 Point	97	±1	5	7	53	29	6	±2	3.2	±0.1
No Preference	98	±2	4	6	53	31	5	±4	3.3	±0.1
TYPE OF APPOINTMENT										
Permanent	97	±1	5	7	55	27	6	±1	3.2	±0.1
Non-Permanent	96	±2	5	6	53	28	8	±4	3.3	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	5	7	53	29	6	±2	3.2	±0.1
FERS	97	±1	5	7	56	27	6	±1	3.2	±0.1
Other Plan	95	±2	5	6	54	27	8	±4	3.2	±0.1
Not Eligible	97	±1	4	6	57	26	6	±2	3.2	±0.1
Optional Eligible	97	±1	5	7	53	28	6	±2	3.2	±0.1
Discontinued Service	98	±1	6	7	54	27	6	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	3	5	54	30	8	±3	3.4	±0.1
30 to 39 Years Old	97	±1	5	6	57	26	6	±3	3.2	±0.1
40 to 49 Years Old	97	±1	4	7	57	26	6	±2	3.2	±0.1
50 to 59 Years Old	98	±1	5	7	53	28	6	±2	3.2	±0.1
60 Years Old or More	98	±1	4	6	53	29	7	±3	3.3	±0.1
6 Months to 4 Years of Service	96	±1	3	5	58	27	7	±3	3.3	±0.1
5 to 10 Years of Service	97	±1	6	6	56	25	8	±3	3.2	±0.1
11 to 20 Years of Service	98	±1	5	8	56	27	5	±2	3.2	±0.1
21 to 30 Years of Service	98	±1	5	7	55	27	6	±2	3.2	±0.1
More Than 30 Years of Service	98	±1	5	6	51	31	7	±2	3.3	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	5	7	53	29	6	±1	3.3	±0.1
Female	97	±1	5	7	58	24	6	±2	3.2	±0.1
Non-Hispanic White	98	±1	4	6	56	28	6	±1	3.3	±0.1
Total Minority	96	±1	7	9	54	25	6	±2	3.1	±0.1
Non-Hispanic Black	95	±1	8	9	54	23	5	±2	3.1	±0.1
Hispanic	97	±1	6	10	51	26	7	±3	3.2	±0.1
Non-Hispanic Asian	97	±1	4	6	52	31	6	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

h. The grievance process at this installation/agency is efficient.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	97	±1	5	8	56	25	5	±1	3.2	±0.1
Army	97	±1	5	8	55	25	6	±2	3.2	±0.1
Navy	97	±1	6	8	56	25	5	±2	3.2	±0.1
Marine Corps	96	±3	7	9	56	25	4	±5	3.1	±0.1
Air Force	98	±1	5	8	59	23	5	±2	3.1	±0.1
DoD Agencies/Field Activities	97	±1	5	8	57	24	5	±3	3.2	±0.1
PAY PLAN/GRADE										
White Collar Total	97	±1	5	8	58	24	6	±1	3.2	±0.1
GS 1 to 4	96	±2	7	7	50	29	7	±4	3.2	±0.1
GS 5 to 8	97	±1	7	9	54	24	7	±2	3.2	±0.1
GS 9 to 12	98	±1	5	7	61	22	5	±2	3.1	±0.1
GS/GM 13 to 15	98	±1	3	7	59	26	6	±3	3.2	±0.1
SES	98	±2	4	10	34	39	14	±5	3.5	±0.1
Blue Collar Total	97	±1	8	11	49	28	5	±2	3.1	±0.1
WG 1 to 5	97	±2	11	12	47	25	6	±6	3.0	±0.2
WG 6 to 9	96	±2	9	11	47	27	5	±4	3.1	±0.1
WG 10 to 15	98	±1	8	13	52	24	3	±3	3.0	±0.1
WS/WL 1 to 19	98	±2	3	9	44	37	7	±5	3.4	±0.1
NSPS Pay Plans	98	±1	3	7	62	23	6	±3	3.2	±0.1
Demo/APS Pay Plans	98	±1	3	5	64	23	4	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	3	7	62	23	6	±3	3.2	±0.1
All Others	97	±1	5	8	56	25	5	±1	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	97	±1	4	7	65	21	4	±2	3.1	±0.1
Administrative	98	±1	4	7	58	25	6	±2	3.2	±0.1
Technical	97	±1	5	9	56	25	6	±2	3.2	±0.1
Clerical	96	±2	6	7	53	25	8	±3	3.2	±0.1
Other White Collar	98	±1	12	11	44	25	7	±4	3.1	±0.1
Blue Collar	97	±1	7	11	49	28	5	±2	3.1	±0.1
Scientists	97	±2	3	6	68	20	3	±4	3.1	±0.1
Engineers	98	±1	4	7	68	19	3	±3	3.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	98	±1	4	7	49	32	7	±3	3.3	±0.1
Manager	97	±2	4	8	41	36	11	±4	3.4	±0.1
Wage Leader	97	±3	6	12	49	29	5	±7	3.2	±0.2
Wage Supervisor	96	±3	3	9	43	38	7	±6	3.4	±0.1
Team Leader	97	±1	4	8	61	22	5	±3	3.1	±0.1
Non-Supervisor	97	±1	6	8	59	22	5	±1	3.1	±0.1
EDUCATION										
No College	97	±1	6	9	50	28	6	±3	3.2	±0.1
Some College	97	±1	6	9	54	25	6	±2	3.2	±0.1
4-Year Degree	98	±1	4	7	61	23	5	±2	3.2	±0.1
Graduate/Professional Degree	97	±1	4	7	60	23	5	±2	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.
h. The grievance process at this installation/agency is efficient.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	97	±1	5	8	57	24	5	±1	3.2	±0.1
Other Than Full-Time	94	±3	6	6	54	25	9	±6	3.2	±0.1
CONUS	97	±1	5	8	57	24	5	±1	3.2	±0.1
OCONUS	97	±1	6	8	54	26	6	±4	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	98	±1	4	7	57	26	6	±2	3.2	±0.1
In Bargaining Unit	97	±1	7	9	56	23	4	±2	3.1	±0.1
DISABILITY										
No Disability	97	±1	5	8	57	25	5	±1	3.2	±0.1
Disability	97	±1	8	11	55	21	5	±2	3.0	±0.1
Targeted Disability	97	±2	9	13	53	20	5	±4	3.0	±0.1
Other Disability	97	±1	8	10	56	21	5	±3	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	5	8	58	24	5	±2	3.2	±0.1
Veteran	98	±1	6	9	55	25	6	±2	3.2	±0.1
10 Point, 30%	98	±1	7	9	56	21	7	±3	3.1	±0.1
10 Point, Not 30%	97	±1	5	8	55	25	7	±4	3.2	±0.1
5 Point	97	±1	6	9	55	25	5	±2	3.2	±0.1
No Preference	98	±1	5	8	54	29	4	±4	3.2	±0.1
TYPE OF APPOINTMENT										
Permanent	97	±1	5	8	57	24	5	±1	3.2	±0.1
Non-Permanent	95	±2	5	8	54	25	8	±4	3.2	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	5	9	55	26	5	±2	3.2	±0.1
FERS	97	±1	5	8	57	24	5	±1	3.2	±0.1
Other Plan	95	±2	6	9	55	24	7	±4	3.2	±0.1
Not Eligible	97	±1	5	8	59	23	5	±2	3.2	±0.1
Optional Eligible	97	±1	5	9	54	26	6	±2	3.2	±0.1
Discontinued Service	98	±1	6	9	56	24	5	±3	3.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	3	6	57	27	7	±3	3.3	±0.1
30 to 39 Years Old	97	±1	6	8	57	24	5	±3	3.1	±0.1
40 to 49 Years Old	97	±1	5	8	59	23	5	±2	3.1	±0.1
50 to 59 Years Old	98	±1	6	9	55	25	5	±2	3.1	±0.1
60 Years Old or More	97	±1	5	8	54	27	6	±3	3.2	±0.1
6 Months to 4 Years of Service	96	±1	4	6	59	25	6	±3	3.2	±0.1
5 to 10 Years of Service	97	±1	6	8	57	22	7	±3	3.2	±0.1
11 to 20 Years of Service	98	±1	6	9	57	24	5	±2	3.1	±0.1
21 to 30 Years of Service	97	±1	5	9	56	24	5	±2	3.1	±0.1
More Than 30 Years of Service	98	±1	5	8	53	28	6	±2	3.2	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	6	9	55	26	5	±1	3.2	±0.1
Female	97	±1	5	8	59	22	6	±2	3.2	±0.1
Non-Hispanic White	98	±1	5	8	57	25	5	±1	3.2	±0.1
Total Minority	96	±1	7	10	54	24	5	±2	3.1	±0.1
Non-Hispanic Black	96	±1	8	10	55	22	5	±2	3.1	±0.1
Hispanic	97	±1	7	10	53	24	6	±3	3.1	±0.1
Non-Hispanic Asian	97	±1	4	7	54	29	5	±4	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

i. The appeals process for adverse actions at this installation/agency is efficient.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	97	±1	5	7	60	23	5	±1	3.2	±0.1
Army	96	±1	5	7	58	24	6	±2	3.2	±0.1
Navy	97	±1	5	7	59	24	5	±2	3.2	±0.1
Marine Corps	96	±2	5	8	57	25	4	±5	3.2	±0.1
Air Force	97	±1	5	7	62	22	5	±2	3.1	±0.1
DoD Agencies/Field Activities	97	±1	5	7	60	23	5	±3	3.2	±0.1
PAY PLAN/GRADE										
White Collar Total	97	±1	5	7	61	23	5	±1	3.2	±0.1
GS 1 to 4	96	±2	6	7	53	27	7	±4	3.2	±0.1
GS 5 to 8	96	±1	6	8	57	23	6	±2	3.2	±0.1
GS 9 to 12	97	±1	4	6	64	21	5	±2	3.2	±0.1
GS/GM 13 to 15	97	±1	2	7	60	25	6	±3	3.2	±0.1
SES	98	±2	3	10	37	37	13	±5	3.5	±0.1
Blue Collar Total	97	±1	7	10	53	26	4	±2	3.1	±0.1
WG 1 to 5	96	±2	8	11	51	25	5	±6	3.1	±0.1
WG 6 to 9	96	±2	9	10	51	25	5	±4	3.1	±0.1
WG 10 to 15	97	±2	7	11	57	22	3	±3	3.0	±0.1
WS/WL 1 to 19	98	±2	3	6	49	36	6	±5	3.4	±0.1
NSPS Pay Plans	97	±1	3	5	64	22	6	±2	3.2	±0.1
Demo/APS Pay Plans	97	±1	3	5	67	22	4	±2	3.2	±0.1
NSPS STATUS										
Spiral 1.1	97	±1	3	5	64	22	6	±2	3.2	±0.1
All Others	97	±1	5	7	60	23	5	±1	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	97	±1	3	6	68	19	3	±2	3.1	±0.1
Administrative	97	±1	4	6	60	24	6	±2	3.2	±0.1
Technical	97	±1	5	7	59	23	5	±2	3.2	±0.1
Clerical	95	±2	5	7	56	24	8	±3	3.2	±0.1
Other White Collar	98	±1	12	10	47	24	7	±4	3.1	±0.1
Blue Collar	97	±1	7	10	53	26	5	±2	3.1	±0.1
Scientists	97	±2	3	5	71	18	3	±4	3.1	±0.1
Engineers	98	±1	2	6	71	18	3	±3	3.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	97	±1	4	7	52	31	7	±3	3.3	±0.1
Manager	96	±2	3	8	45	33	11	±4	3.4	±0.1
Wage Leader	96	±3	6	8	55	27	4	±7	3.2	±0.1
Wage Supervisor	95	±3	3	6	48	36	7	±6	3.4	±0.1
Team Leader	97	±1	4	7	65	20	5	±3	3.2	±0.1
Non-Supervisor	97	±1	5	7	62	21	4	±1	3.1	±0.1
EDUCATION										
No College	96	±1	6	8	53	27	6	±3	3.2	±0.1
Some College	97	±1	6	8	57	24	6	±2	3.2	±0.1
4-Year Degree	98	±1	4	6	64	22	4	±2	3.2	±0.1
Graduate/Professional Degree	97	±1	4	6	63	22	5	±2	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question.

64. Indicate the extent to which you agree or disagree with the following statements.

i. The appeals process for adverse actions at this installation/agency is efficient.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	97	±1	5	7	60	23	5	±1	3.2	±0.1
Other Than Full-Time	94	±3	7	5	58	22	9	±6	3.2	±0.1
CONUS	97	±1	5	7	60	23	5	±1	3.2	±0.1
OCONUS	97	±2	6	7	58	24	6	±4	3.2	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	97	±1	4	6	59	25	6	±2	3.2	±0.1
In Bargaining Unit	97	±1	6	8	60	22	4	±2	3.1	±0.1
DISABILITY										
No Disability	97	±1	4	7	60	24	5	±1	3.2	±0.1
Disability	97	±1	7	9	58	20	5	±2	3.1	±0.1
Targeted Disability	97	±2	8	11	56	20	5	±4	3.0	±0.1
Other Disability	97	±1	7	9	60	20	5	±3	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	5	7	61	23	5	±2	3.2	±0.1
Veteran	97	±1	5	8	58	24	5	±2	3.2	±0.1
10 Point, 30%	97	±1	6	8	59	21	6	±3	3.1	±0.1
10 Point, Not 30%	97	±1	4	8	58	23	7	±4	3.2	±0.1
5 Point	97	±1	5	8	58	24	5	±2	3.2	±0.1
No Preference	97	±2	5	6	59	26	4	±4	3.2	±0.1
TYPE OF APPOINTMENT										
Permanent	97	±1	5	7	60	23	5	±1	3.2	±0.1
Non-Permanent	95	±2	5	5	56	26	7	±4	3.2	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	97	±1	5	8	58	25	5	±2	3.2	±0.1
FERS	97	±1	5	7	60	23	5	±1	3.2	±0.1
Other Plan	94	±3	6	6	58	23	6	±4	3.2	±0.1
Not Eligible	97	±1	4	7	62	22	5	±2	3.2	±0.1
Optional Eligible	97	±1	5	8	57	25	5	±2	3.2	±0.1
Discontinued Service	97	±1	6	8	59	23	5	±3	3.1	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	95	±2	3	5	60	26	7	±3	3.3	±0.1
30 to 39 Years Old	96	±1	5	6	61	22	5	±3	3.2	±0.1
40 to 49 Years Old	97	±1	5	7	61	22	5	±2	3.2	±0.1
50 to 59 Years Old	97	±1	5	8	58	24	5	±2	3.2	±0.1
60 Years Old or More	97	±1	5	7	57	25	6	±3	3.2	±0.1
6 Months to 4 Years of Service	96	±1	3	5	63	24	6	±3	3.2	±0.1
5 to 10 Years of Service	96	±1	6	6	60	21	7	±3	3.2	±0.1
11 to 20 Years of Service	97	±1	5	8	60	23	4	±2	3.1	±0.1
21 to 30 Years of Service	97	±1	5	8	59	23	5	±2	3.2	±0.1
More Than 30 Years of Service	97	±1	5	7	56	26	5	±2	3.2	±0.1
GENDER & RACE/ETHNICITY										
Male	97	±1	5	7	58	24	5	±1	3.2	±0.1
Female	96	±1	5	7	62	21	6	±2	3.2	±0.1
Non-Hispanic White	97	±1	4	7	61	24	5	±1	3.2	±0.1
Total Minority	96	±1	7	9	57	23	5	±2	3.1	±0.1
Non-Hispanic Black	95	±1	7	9	58	21	5	±2	3.1	±0.1
Hispanic	96	±1	6	9	55	23	6	±3	3.1	±0.1
Non-Hispanic Asian	96	±2	4	6	56	29	5	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question.

65. Indicate the extent to which you agree or disagree with the following statements.

a. Promotions in my work unit are based on merit.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Do not know

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
OVERALL AND COMPONENT											
Total DoD	98	±1	18	23	28	22	4	5	±1	2.7	±0.1
Army	97	±1	17	22	29	22	5	5	±2	2.7	±0.1
Navy	98	±1	19	22	27	24	4	4	±2	2.7	±0.1
Marine Corps	97	±2	25	24	24	19	3	6	±5	2.5	±0.2
Air Force	98	±1	19	23	28	22	4	4	±2	2.7	±0.1
DoD Agencies/Field Activities	97	±1	17	23	30	20	5	6	±3	2.7	±0.1
PAY PLAN/GRADE											
White Collar Total	97	±1	17	22	29	22	5	5	±1	2.7	±0.1
GS 1 to 4	97	±2	18	21	28	15	5	13	±4	2.6	±0.1
GS 5 to 8	97	±1	21	22	29	17	4	6	±2	2.6	±0.1
GS 9 to 12	98	±1	17	24	30	21	4	4	±2	2.7	±0.1
GS/GM 13 to 15	98	±2	12	19	25	34	7	3	±3	3.1	±0.1
SES	98	±2	2	6	9	56	27	1	±5	4.0	±0.1
Blue Collar Total	97	±1	25	25	28	15	3	4	±2	2.5	±0.1
WG 1 to 5	96	±3	23	26	27	11	5	7	±6	2.4	±0.2
WG 6 to 9	96	±2	27	23	28	14	3	5	±4	2.4	±0.1
WG 10 to 15	98	±1	28	28	27	13	2	3	±3	2.3	±0.1
WS/WL 1 to 19	99	±1	16	23	30	26	3	2	±4	2.8	±0.1
NSPS Pay Plans	98	±1	11	18	26	35	7	3	±3	3.1	±0.1
Demo/APS Pay Plans	98	±1	10	17	27	37	6	3	±2	3.1	±0.1
NSPS STATUS											
Spiral 1.1	98	±1	11	18	26	35	7	3	±3	3.1	±0.1
All Others	98	±1	18	23	28	22	4	5	±1	2.7	±0.1
OCCUPATIONAL GROUPS											
Professional	98	±1	14	22	28	28	4	4	±2	2.9	±0.1
Administrative	98	±1	14	22	28	26	5	4	±2	2.9	±0.1
Technical	97	±1	20	23	29	18	4	6	±2	2.6	±0.1
Clerical	95	±2	18	20	30	17	6	9	±3	2.7	±0.1
Other White Collar	98	±1	27	20	25	20	4	4	±4	2.5	±0.1
Blue Collar	97	±1	24	25	28	16	3	4	±2	2.5	±0.1
Scientists	98	±2	11	19	28	32	6	3	±4	3.0	±0.1
Engineers	98	±1	13	21	28	32	4	3	±3	2.9	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	13	20	28	29	6	3	±3	2.9	±0.1
Manager	97	±2	11	16	26	35	8	3	±4	3.1	±0.1
Wage Leader	97	±3	19	25	27	21	3	4	±6	2.6	±0.2
Wage Supervisor	97	±3	15	24	29	25	4	2	±5	2.8	±0.2
Team Leader	98	±1	16	23	27	26	5	3	±3	2.8	±0.1
Non-Supervisor	98	±1	19	23	29	19	4	5	±1	2.6	±0.1
EDUCATION											
No College	97	±1	19	23	30	19	5	4	±2	2.7	±0.1
Some College	97	±1	20	23	29	19	4	5	±2	2.6	±0.1
4-Year Degree	98	±1	15	23	28	26	4	4	±2	2.8	±0.1
Graduate/Professional Degree	98	±1	15	20	27	28	5	5	±2	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

65. Indicate the extent to which you agree or disagree with the following statements.

a. Promotions in my work unit are based on merit.

	Percent Responding		Percentages						Max ME	Average Agreement	
			1	2	3	4	5	6			
SCHEDULE/LOCATION											
Full-Time	98	±1	18	23	28	22	4	4	±1	2.7	±0.1
Other Than Full-Time	95	±3	13	15	33	18	7	13	±6	2.9	±0.2
CONUS	98	±1	18	23	28	23	4	4	±1	2.7	±0.1
OCONUS	98	±1	18	23	31	17	4	8	±3	2.6	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	98	±1	15	21	28	26	5	4	±1	2.9	±0.1
In Bargaining Unit	97	±1	22	24	29	17	3	5	±2	2.5	±0.1
DISABILITY											
No Disability	98	±1	17	22	29	23	5	4	±1	2.8	±0.1
Disability	97	±1	23	23	27	17	4	6	±2	2.5	±0.1
Targeted Disability	97	±1	28	23	24	16	3	7	±4	2.4	±0.1
Other Disability	98	±1	22	23	29	17	4	6	±3	2.6	±0.1
VETERAN/PREFERENCE											
Non-Veteran	98	±1	16	22	28	24	5	4	±1	2.8	±0.1
Veteran	98	±1	20	23	29	20	4	5	±2	2.6	±0.1
10 Point, 30%	98	±1	22	22	27	19	4	6	±3	2.6	±0.1
10 Point, Not 30%	97	±1	18	20	29	19	5	7	±4	2.7	±0.1
5 Point	97	±1	20	23	29	20	4	4	±2	2.6	±0.1
No Preference	97	±2	17	24	27	24	4	4	±4	2.7	±0.1
TYPE OF APPOINTMENT											
Permanent	98	±1	18	23	28	22	4	4	±1	2.7	±0.1
Non-Permanent	96	±2	16	19	30	18	5	13	±4	2.7	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	98	±1	18	23	28	24	5	3	±2	2.7	±0.1
FERS	98	±1	18	23	28	22	4	5	±1	2.7	±0.1
Other Plan	94	±3	17	19	31	18	5	10	±4	2.7	±0.1
Not Eligible	97	±1	17	22	28	23	5	5	±2	2.8	±0.1
Optional Eligible	98	±1	19	23	29	21	4	4	±2	2.7	±0.1
Discontinued Service	98	±1	19	26	26	21	4	4	±3	2.6	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	96	±2	14	20	31	22	6	7	±3	2.9	±0.1
30 to 39 Years Old	97	±1	18	22	28	21	4	6	±3	2.7	±0.1
40 to 49 Years Old	98	±1	18	22	29	23	4	5	±2	2.7	±0.1
50 to 59 Years Old	98	±1	19	24	27	22	4	4	±2	2.7	±0.1
60 Years Old or More	98	±1	16	23	31	21	5	4	±3	2.7	±0.1
6 Months to 4 Years of Service	96	±1	14	20	31	23	4	8	±3	2.8	±0.1
5 to 10 Years of Service	97	±1	20	22	28	19	5	7	±3	2.6	±0.1
11 to 20 Years of Service	98	±1	19	24	28	22	4	4	±2	2.7	±0.1
21 to 30 Years of Service	98	±1	18	23	28	23	5	3	±2	2.7	±0.1
More Than 30 Years of Service	98	±1	17	23	28	24	4	4	±2	2.7	±0.1
GENDER & RACE/ETHNICITY											
Male	98	±1	18	22	28	23	4	4	±1	2.7	±0.1
Female	97	±1	17	23	28	20	5	6	±2	2.7	±0.1
Non-Hispanic White	98	±1	18	23	28	23	4	4	±1	2.7	±0.1
Total Minority	96	±1	19	21	30	20	5	6	±2	2.7	±0.1
Non-Hispanic Black	95	±1	19	22	30	18	4	7	±2	2.6	±0.1
Hispanic	97	±1	20	22	28	20	5	5	±3	2.7	±0.1
Non-Hispanic Asian	97	±2	14	18	30	26	5	7	±3	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

65. Indicate the extent to which you agree or disagree with the following statements.
b. Creativity and innovation are rewarded.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Do not know

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
OVERALL AND COMPONENT											
Total DoD	96	±1	13	20	30	29	5	3	±1	2.9	±0.1
Army	95	±1	13	20	30	29	6	3	±2	3.0	±0.1
Navy	96	±1	14	21	29	29	5	2	±2	2.9	±0.1
Marine Corps	95	±3	18	22	33	20	3	4	±5	2.7	±0.1
Air Force	96	±1	12	20	30	30	6	2	±2	3.0	±0.1
DoD Agencies/Field Activities	96	±1	12	21	30	29	5	4	±3	2.9	±0.1
PAY PLAN/GRADE											
White Collar Total	96	±1	12	20	30	29	6	3	±1	3.0	±0.1
GS 1 to 4	94	±2	17	18	30	21	7	7	±5	2.8	±0.1
GS 5 to 8	95	±1	15	20	31	25	6	4	±2	2.9	±0.1
GS 9 to 12	96	±1	12	21	31	29	5	2	±2	2.9	±0.1
GS/GM 13 to 15	97	±2	8	19	27	38	7	1	±3	3.2	±0.1
SES	97	±3	2	8	11	56	23	0	±5	3.9	±0.1
Blue Collar Total	95	±1	16	23	31	23	4	2	±2	2.7	±0.1
WG 1 to 5	94	±3	17	22	31	20	5	4	±6	2.7	±0.2
WG 6 to 9	94	±2	18	23	31	20	4	3	±4	2.7	±0.1
WG 10 to 15	96	±2	19	25	31	21	2	2	±3	2.6	±0.1
WS/WL 1 to 19	97	±2	9	20	32	34	4	1	±5	3.0	±0.1
NSPS Pay Plans	97	±1	7	16	29	38	8	2	±3	3.2	±0.1
Demo/APS Pay Plans	97	±1	7	15	27	43	7	2	±2	3.3	±0.1
NSPS STATUS											
Spiral 1.1	97	±1	7	16	29	38	8	2	±3	3.2	±0.1
All Others	96	±1	13	20	30	29	5	3	±1	2.9	±0.1
OCCUPATIONAL GROUPS											
Professional	97	±1	10	19	29	35	5	2	±2	3.1	±0.1
Administrative	96	±1	10	20	29	32	6	2	±2	3.1	±0.1
Technical	95	±1	14	21	32	25	5	3	±2	2.9	±0.1
Clerical	94	±2	14	17	30	27	7	5	±3	3.0	±0.1
Other White Collar	96	±2	21	19	27	26	5	2	±4	2.7	±0.1
Blue Collar	95	±1	16	23	31	24	4	2	±2	2.8	±0.1
Scientists	96	±2	9	17	27	39	8	1	±4	3.2	±0.1
Engineers	98	±1	9	19	30	36	4	2	±3	3.1	±0.1
SUPERVISOR/MANAGER											
Supervisor	96	±1	10	18	28	36	6	2	±3	3.1	±0.1
Manager	95	±2	8	17	25	41	8	1	±4	3.2	±0.1
Wage Leader	94	±4	13	27	34	23	3	1	±7	2.7	±0.2
Wage Supervisor	95	±3	9	19	29	38	4	1	±6	3.1	±0.2
Team Leader	97	±1	12	21	28	31	6	2	±3	3.0	±0.1
Non-Supervisor	96	±1	14	21	31	27	5	3	±1	2.9	±0.1
EDUCATION											
No College	95	±1	13	20	33	26	6	3	±2	2.9	±0.1
Some College	95	±1	14	21	31	27	5	3	±2	2.9	±0.1
4-Year Degree	97	±1	11	20	29	33	5	2	±2	3.0	±0.1
Graduate/Professional Degree	97	±1	11	19	27	34	7	2	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

65. Indicate the extent to which you agree or disagree with the following statements.
b. Creativity and innovation are rewarded.

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
SCHEDULE/LOCATION											
Full-Time	96	±1	13	20	30	29	5	2	±1	2.9	±0.1
Other Than Full-Time	94	±3	12	16	31	23	9	8	±6	3.0	±0.2
CONUS	96	±1	13	21	30	29	5	2	±1	2.9	±0.1
OCONUS	95	±2	14	17	33	27	5	4	±3	2.9	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	96	±1	11	19	29	32	6	2	±2	3.0	±0.1
In Bargaining Unit	95	±1	15	21	31	25	4	3	±2	2.8	±0.1
DISABILITY											
No Disability	96	±1	12	20	30	30	5	2	±1	3.0	±0.1
Disability	95	±1	17	23	28	24	5	4	±2	2.8	±0.1
Targeted Disability	95	±2	19	24	27	22	4	5	±4	2.7	±0.1
Other Disability	95	±1	16	23	29	24	6	3	±3	2.8	±0.1
VETERAN/PREFERENCE											
Non-Veteran	96	±1	12	20	30	30	6	3	±1	3.0	±0.1
Veteran	96	±1	14	21	30	28	5	3	±2	2.9	±0.1
10 Point, 30%	96	±2	16	21	28	25	6	3	±3	2.8	±0.1
10 Point, Not 30%	95	±2	12	20	29	27	7	4	±4	3.0	±0.1
5 Point	95	±1	13	21	30	29	5	2	±2	2.9	±0.1
No Preference	96	±2	12	18	30	33	5	2	±4	3.0	±0.1
TYPE OF APPOINTMENT											
Permanent	96	±1	13	20	30	29	5	2	±1	2.9	±0.1
Non-Permanent	94	±3	13	16	31	25	8	7	±4	3.0	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	96	±1	12	21	30	30	5	2	±2	2.9	±0.1
FERS	96	±1	13	20	30	29	5	3	±1	2.9	±0.1
Other Plan	93	±3	13	16	32	26	7	6	±4	3.0	±0.1
Not Eligible	96	±1	12	20	29	31	6	3	±2	3.0	±0.1
Optional Eligible	96	±1	13	20	31	28	5	2	±2	2.9	±0.1
Discontinued Service	96	±1	14	22	29	28	5	2	±3	2.9	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	95	±2	12	18	31	29	6	4	±3	3.0	±0.1
30 to 39 Years Old	96	±1	13	20	30	28	5	3	±3	2.9	±0.1
40 to 49 Years Old	96	±1	12	20	30	30	5	3	±2	3.0	±0.1
50 to 59 Years Old	96	±1	13	21	30	29	5	2	±2	2.9	±0.1
60 Years Old or More	95	±1	12	20	30	31	5	2	±3	3.0	±0.1
6 Months to 4 Years of Service	95	±1	11	18	31	29	6	4	±3	3.0	±0.1
5 to 10 Years of Service	96	±1	15	21	28	28	5	3	±3	2.9	±0.1
11 to 20 Years of Service	96	±1	13	21	29	29	5	3	±2	2.9	±0.1
21 to 30 Years of Service	96	±1	12	20	30	29	6	2	±2	3.0	±0.1
More Than 30 Years of Service	96	±1	12	20	31	31	5	2	±2	3.0	±0.1
GENDER & RACE/ETHNICITY											
Male	96	±1	13	21	30	30	5	2	±1	2.9	±0.1
Female	96	±1	13	20	29	28	6	4	±2	2.9	±0.1
Non-Hispanic White	96	±1	12	21	29	30	5	2	±1	2.9	±0.1
Total Minority	95	±1	13	19	31	27	6	4	±2	2.9	±0.1
Non-Hispanic Black	93	±1	14	18	32	26	5	5	±2	2.9	±0.1
Hispanic	96	±2	14	21	29	27	7	3	±3	2.9	±0.1
Non-Hispanic Asian	96	±2	10	15	33	32	5	5	±4	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

65. Indicate the extent to which you agree or disagree with the following statements.

c. My performance appraisal is a fair reflection of my performance.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Do not know

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
OVERALL AND COMPONENT											
Total DoD	97	±1	7	10	20	48	13	2	±1	3.5	±0.1
Army	97	±1	6	8	19	49	16	2	±2	3.6	±0.1
Navy	98	±1	8	11	24	46	10	1	±2	3.4	±0.1
Marine Corps	97	±2	11	12	20	45	9	3	±5	3.3	±0.2
Air Force	98	±1	8	10	18	47	15	1	±2	3.5	±0.1
DoD Agencies/Field Activities	97	±1	7	11	20	48	12	2	±3	3.5	±0.1
PAY PLAN/GRADE											
White Collar Total	97	±1	6	9	20	49	15	2	±1	3.6	±0.1
GS 1 to 4	96	±2	10	8	22	39	17	4	±4	3.5	±0.1
GS 5 to 8	96	±1	8	9	20	46	16	2	±2	3.5	±0.1
GS 9 to 12	98	±1	6	10	20	49	14	1	±2	3.6	±0.1
GS/GM 13 to 15	97	±2	4	9	19	53	15	1	±3	3.7	±0.1
SES	98	±2	5	9	11	55	20	1	±5	3.8	±0.1
Blue Collar Total	97	±1	11	12	23	44	10	1	±2	3.3	±0.1
WG 1 to 5	96	±3	15	14	21	35	12	2	±6	3.2	±0.2
WG 6 to 9	97	±2	11	12	23	41	12	2	±4	3.3	±0.1
WG 10 to 15	98	±1	11	12	23	44	9	1	±3	3.3	±0.1
WS/WL 1 to 19	98	±2	6	10	22	51	11	0	±5	3.5	±0.1
NSPS Pay Plans	98	±1	5	7	20	51	16	1	±3	3.7	±0.1
Demo/APS Pay Plans	98	±1	6	12	19	51	11	1	±2	3.5	±0.1
NSPS STATUS											
Spiral 1.1	98	±1	5	7	20	51	16	1	±3	3.7	±0.1
All Others	97	±1	7	10	20	48	13	2	±1	3.5	±0.1
OCCUPATIONAL GROUPS											
Professional	98	±1	5	10	21	52	11	1	±2	3.5	±0.1
Administrative	98	±1	5	9	19	50	16	1	±2	3.6	±0.1
Technical	97	±1	8	10	20	46	14	2	±2	3.5	±0.1
Clerical	95	±2	8	8	19	44	19	3	±3	3.6	±0.1
Other White Collar	97	±2	9	8	22	45	14	3	±4	3.5	±0.1
Blue Collar	97	±1	10	12	22	44	10	1	±2	3.3	±0.1
Scientists	98	±2	4	9	18	58	11	1	±4	3.6	±0.1
Engineers	98	±1	6	11	22	52	9	1	±3	3.5	±0.1
SUPERVISOR/MANAGER											
Supervisor	97	±1	5	9	19	51	14	2	±3	3.6	±0.1
Manager	97	±2	4	9	19	50	16	1	±4	3.7	±0.1
Wage Leader	96	±3	8	9	21	47	14	2	±7	3.5	±0.2
Wage Supervisor	97	±3	6	10	21	55	8	1	±6	3.5	±0.1
Team Leader	98	±1	6	11	19	48	15	1	±3	3.6	±0.1
Non-Supervisor	97	±1	8	10	21	47	13	2	±1	3.5	±0.1
EDUCATION											
No College	97	±1	9	10	20	45	14	1	±3	3.5	±0.1
Some College	97	±1	8	10	20	47	13	2	±2	3.5	±0.1
4-Year Degree	98	±1	5	10	21	50	13	2	±2	3.6	±0.1
Graduate/Professional Degree	98	±1	6	9	20	49	14	1	±2	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

65. Indicate the extent to which you agree or disagree with the following statements.
c. My performance appraisal is a fair reflection of my performance.

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
SCHEDULE/LOCATION											
Full-Time	97	±1	7	10	20	48	13	1	±1	3.5	±0.1
Other Than Full-Time	95	±3	8	8	25	38	16	7	±5	3.5	±0.2
CONUS	97	±1	7	10	20	48	13	1	±1	3.5	±0.1
OCONUS	97	±1	6	8	23	46	14	3	±4	3.5	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	98	±1	6	9	20	50	14	2	±2	3.6	±0.1
In Bargaining Unit	97	±1	9	10	21	45	13	2	±2	3.4	±0.1
DISABILITY											
No Disability	97	±1	6	10	20	49	13	2	±1	3.5	±0.1
Disability	97	±1	10	11	21	42	14	2	±2	3.4	±0.1
Targeted Disability	97	±1	12	12	20	42	13	2	±4	3.3	±0.1
Other Disability	97	±1	10	11	22	42	14	2	±3	3.4	±0.1
VETERAN/PREFERENCE											
Non-Veteran	97	±1	7	10	20	48	14	2	±2	3.5	±0.1
Veteran	97	±1	8	10	21	47	13	2	±2	3.5	±0.1
10 Point, 30%	98	±1	9	9	19	45	16	2	±3	3.5	±0.1
10 Point, Not 30%	97	±1	7	8	20	46	17	2	±4	3.6	±0.1
5 Point	97	±1	8	10	22	47	12	2	±2	3.5	±0.1
No Preference	98	±2	7	9	20	50	13	2	±4	3.6	±0.1
TYPE OF APPOINTMENT											
Permanent	97	±1	7	10	20	48	13	1	±1	3.5	±0.1
Non-Permanent	95	±2	7	8	24	38	15	7	±4	3.5	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	98	±1	7	10	20	49	13	1	±2	3.5	±0.1
FERS	97	±1	7	10	20	48	14	2	±1	3.5	±0.1
Other Plan	94	±3	8	9	24	40	14	5	±4	3.5	±0.1
Not Eligible	97	±1	6	9	21	48	14	2	±2	3.6	±0.1
Optional Eligible	97	±1	7	10	20	48	13	1	±2	3.5	±0.1
Discontinued Service	98	±1	8	12	21	46	12	2	±3	3.4	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	95	±2	6	9	23	45	13	4	±3	3.5	±0.1
30 to 39 Years Old	97	±1	6	8	20	49	14	3	±3	3.6	±0.1
40 to 49 Years Old	97	±1	7	10	20	48	14	1	±2	3.5	±0.1
50 to 59 Years Old	98	±1	8	11	20	48	13	1	±2	3.5	±0.1
60 Years Old or More	98	±1	7	10	20	47	14	1	±3	3.5	±0.1
6 Months to 4 Years of Service	96	±1	6	8	23	45	14	4	±3	3.6	±0.1
5 to 10 Years of Service	97	±1	8	9	20	47	14	2	±3	3.5	±0.1
11 to 20 Years of Service	98	±1	7	10	19	49	13	1	±2	3.5	±0.1
21 to 30 Years of Service	98	±1	7	10	20	48	14	1	±2	3.5	±0.1
More Than 30 Years of Service	98	±1	7	11	20	49	13	1	±2	3.5	±0.1
GENDER & RACE/ETHNICITY											
Male	98	±1	7	10	22	48	12	1	±1	3.5	±0.1
Female	97	±1	7	10	18	48	16	2	±2	3.6	±0.1
Non-Hispanic White	98	±1	6	10	20	49	13	1	±1	3.5	±0.1
Total Minority	96	±1	9	10	21	44	14	2	±2	3.5	±0.1
Non-Hispanic Black	95	±1	9	10	19	44	15	2	±2	3.5	±0.1
Hispanic	97	±1	8	11	21	43	15	2	±3	3.5	±0.1
Non-Hispanic Asian	96	±2	7	8	24	47	12	3	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

65. Indicate the extent to which you agree or disagree with the following statements.

d. In my work unit, differences in performance are recognized in a meaningful way.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree
6. Do not know

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
OVERALL AND COMPONENT											
Total DoD	98	±1	12	20	34	26	5	3	±1	2.9	±0.1
Army	97	±1	12	19	34	26	6	3	±2	3.0	±0.1
Navy	98	±1	14	22	33	25	4	3	±2	2.8	±0.1
Marine Corps	97	±2	17	25	30	20	4	4	±5	2.7	±0.1
Air Force	98	±1	12	19	34	26	6	3	±2	2.9	±0.1
DoD Agencies/Field Activities	97	±1	12	21	32	26	5	4	±3	2.9	±0.1
PAY PLAN/GRADE											
White Collar Total	97	±1	12	20	33	26	5	3	±1	2.9	±0.1
GS 1 to 4	96	±2	13	17	34	24	7	5	±4	3.0	±0.1
GS 5 to 8	97	±1	13	17	34	25	7	4	±2	2.9	±0.1
GS 9 to 12	98	±1	12	21	34	25	5	3	±2	2.9	±0.1
GS/GM 13 to 15	98	±2	9	21	32	30	5	2	±3	3.0	±0.1
SES	98	±2	3	13	21	47	15	1	±5	3.6	±0.1
Blue Collar Total	97	±1	16	20	34	23	4	2	±2	2.8	±0.1
WG 1 to 5	96	±3	17	20	32	22	6	4	±6	2.8	±0.2
WG 6 to 9	97	±2	17	19	32	23	6	3	±4	2.8	±0.1
WG 10 to 15	98	±1	17	23	34	21	3	2	±3	2.7	±0.1
WS/WL 1 to 19	98	±2	11	16	39	29	4	1	±5	3.0	±0.1
NSPS Pay Plans	98	±1	9	19	33	29	8	2	±3	3.1	±0.1
Demo/APS Pay Plans	99	±1	8	20	32	33	5	3	±2	3.1	±0.1
NSPS STATUS											
Spiral 1.1	98	±1	9	19	33	29	8	2	±3	3.1	±0.1
All Others	98	±1	13	20	34	26	5	3	±1	2.9	±0.1
OCCUPATIONAL GROUPS											
Professional	98	±1	11	23	33	26	4	3	±2	2.9	±0.1
Administrative	98	±1	11	20	33	28	6	3	±2	3.0	±0.1
Technical	97	±1	13	18	35	25	5	3	±2	2.9	±0.1
Clerical	96	±2	11	16	34	26	9	4	±3	3.1	±0.1
Other White Collar	98	±2	17	18	29	27	6	2	±4	2.9	±0.1
Blue Collar	97	±1	16	20	34	23	4	2	±2	2.8	±0.1
Scientists	98	±2	9	21	33	30	4	3	±4	3.0	±0.1
Engineers	98	±1	10	23	34	26	3	3	±3	2.9	±0.1
SUPERVISOR/MANAGER											
Supervisor	98	±1	9	18	32	33	6	2	±3	3.1	±0.1
Manager	97	±2	8	19	31	33	7	2	±4	3.1	±0.1
Wage Leader	96	±3	13	17	41	24	4	1	±7	2.9	±0.2
Wage Supervisor	97	±3	11	15	37	33	3	1	±6	3.0	±0.2
Team Leader	98	±1	11	22	32	26	5	3	±3	2.9	±0.1
Non-Supervisor	98	±1	14	20	34	24	5	3	±1	2.9	±0.1
EDUCATION											
No College	97	±1	13	17	33	27	7	2	±2	3.0	±0.1
Some College	97	±1	14	18	35	25	5	3	±2	2.9	±0.1
4-Year Degree	98	±1	11	23	33	26	5	3	±2	2.9	±0.1
Graduate/Professional Degree	98	±1	12	21	32	27	5	3	±2	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

65. Indicate the extent to which you agree or disagree with the following statements.

d. In my work unit, differences in performance are recognized in a meaningful way.

	Percent Responding		Percentages 1	2	3	4	5	6	Max ME	Average Agreement	
SCHEDULE/LOCATION											
Full-Time	98	±1	13	20	33	26	5	3	±1	2.9	±0.1
Other Than Full-Time	95	±3	11	14	36	23	9	7	±6	3.1	±0.2
CONUS	98	±1	12	20	33	26	5	3	±1	2.9	±0.1
OCONUS	97	±1	13	19	34	23	6	5	±3	2.9	±0.1
BARGAINING UNIT											
Not in Bargaining Unit	98	±1	11	20	33	28	6	3	±2	3.0	±0.1
In Bargaining Unit	97	±1	15	20	34	23	5	3	±2	2.8	±0.1
DISABILITY											
No Disability	98	±1	12	20	34	27	5	3	±1	2.9	±0.1
Disability	98	±1	16	20	32	23	5	4	±2	2.8	±0.1
Targeted Disability	97	±2	17	20	30	22	5	5	±4	2.8	±0.1
Other Disability	98	±1	15	20	33	23	6	3	±3	2.8	±0.1
VETERAN/PREFERENCE											
Non-Veteran	98	±1	12	21	33	26	5	3	±1	2.9	±0.1
Veteran	98	±1	13	19	35	25	5	3	±2	2.9	±0.1
10 Point, 30%	98	±1	15	18	32	24	7	4	±3	2.9	±0.1
10 Point, Not 30%	97	±1	12	18	32	27	7	4	±4	3.0	±0.1
5 Point	98	±1	12	19	36	25	4	3	±2	2.9	±0.1
No Preference	98	±2	12	20	33	27	6	2	±4	2.9	±0.1
TYPE OF APPOINTMENT											
Permanent	98	±1	13	20	34	26	5	3	±1	2.9	±0.1
Non-Permanent	95	±2	11	14	33	26	8	7	±4	3.1	±0.1
RETIREMENT PLAN/ELIGIBILITY											
CSRS	98	±1	12	21	34	27	5	3	±2	2.9	±0.1
FERS	98	±1	13	20	33	26	5	3	±1	2.9	±0.1
Other Plan	94	±3	12	15	38	22	7	5	±4	3.0	±0.1
Not Eligible	97	±1	12	20	33	25	5	3	±2	2.9	±0.1
Optional Eligible	98	±1	13	19	34	27	5	3	±2	2.9	±0.1
Discontinued Service	98	±1	14	22	33	25	4	2	±3	2.8	±0.1
AGE & LENGTH OF SERVICE											
29 Years Old or Less	95	±2	12	18	35	26	6	3	±3	3.0	±0.1
30 to 39 Years Old	97	±1	13	19	33	26	6	3	±3	2.9	±0.1
40 to 49 Years Old	98	±1	12	21	33	26	5	3	±2	2.9	±0.1
50 to 59 Years Old	98	±1	13	20	34	26	5	2	±2	2.9	±0.1
60 Years Old or More	98	±1	10	19	35	26	6	3	±3	3.0	±0.1
6 Months to 4 Years of Service	96	±1	11	17	34	27	6	4	±3	3.0	±0.1
5 to 10 Years of Service	97	±1	14	19	32	25	5	4	±3	2.9	±0.1
11 to 20 Years of Service	98	±1	13	21	33	25	5	3	±2	2.9	±0.1
21 to 30 Years of Service	98	±1	12	20	34	26	5	2	±2	2.9	±0.1
More Than 30 Years of Service	98	±1	12	20	34	27	5	2	±2	2.9	±0.1
GENDER & RACE/ETHNICITY											
Male	98	±1	12	20	34	27	5	2	±1	2.9	±0.1
Female	97	±1	13	20	32	25	6	4	±2	2.9	±0.1
Non-Hispanic White	98	±1	12	21	33	25	5	3	±1	2.9	±0.1
Total Minority	96	±1	12	16	34	28	6	4	±2	3.0	±0.1
Non-Hispanic Black	95	±1	12	15	34	29	6	4	±2	3.0	±0.1
Hispanic	97	±1	13	18	32	27	7	3	±3	3.0	±0.1
Non-Hispanic Asian	97	±1	10	16	32	32	5	4	±4	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question. Average Agreement of Civilian employees does not include those who indicated they "Do not know."

65. Indicate the extent to which you agree or disagree with the following statements.

e. I understand how my performance is evaluated.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement		
OVERALL AND COMPONENT											
Total DoD	97	±1	4	8	19	55	14	±1	3.7	±0.1	
Army	97	±1	4	7	18	56	16	±2	3.7	±0.1	
Navy	98	±1	5	8	22	54	10	±2	3.6	±0.1	
Marine Corps	97	±2	7	9	17	55	12	±5	3.6	±0.1	
Air Force	98	±1	5	8	19	54	15	±2	3.7	±0.1	
DoD Agencies/Field Activities	97	±1	4	7	18	57	14	±3	3.7	±0.1	
PAY PLAN/GRADE											
White Collar Total	97	±1	4	7	18	56	15	±1	3.7	±0.1	
GS 1 to 4	96	±2	5	7	23	47	18	±4	3.7	±0.1	
GS 5 to 8	96	±1	5	7	19	53	16	±2	3.7	±0.1	
GS 9 to 12	98	±1	4	8	18	56	14	±2	3.7	±0.1	
GS/GM 13 to 15	97	±2	3	6	18	60	13	±3	3.7	±0.1	
SES	98	±2	3	10	11	56	20	±5	3.8	±0.1	
Blue Collar Total	97	±1	6	8	22	52	12	±2	3.6	±0.1	
WG 1 to 5	96	±3	9	10	23	44	15	±6	3.5	±0.2	
WG 6 to 9	96	±2	7	9	22	49	13	±4	3.5	±0.1	
WG 10 to 15	97	±1	6	9	22	54	10	±3	3.5	±0.1	
WS/WL 1 to 19	98	±2	4	4	22	57	13	±5	3.7	±0.1	
NSPS Pay Plans	98	±1	3	7	17	58	15	±3	3.7	±0.1	
Demo/APS Pay Plans	98	±1	4	9	17	57	12	±2	3.6	±0.1	
NSPS STATUS											
Spiral 1.1	98	±1	3	7	17	58	15	±3	3.7	±0.1	
All Others	97	±1	4	8	19	55	14	±1	3.7	±0.1	
OCCUPATIONAL GROUPS											
Professional	98	±1	4	8	18	58	12	±2	3.7	±0.1	
Administrative	97	±1	4	7	18	56	15	±2	3.7	±0.1	
Technical	97	±1	5	7	20	53	15	±2	3.7	±0.1	
Clerical	95	±2	4	6	18	53	18	±3	3.8	±0.1	
Other White Collar	98	±1	7	7	19	51	16	±4	3.6	±0.1	
Blue Collar	97	±1	6	8	22	52	12	±2	3.6	±0.1	
Scientists	98	±2	3	10	16	59	12	±4	3.7	±0.1	
Engineers	98	±1	4	10	22	56	9	±3	3.6	±0.1	
SUPERVISOR/MANAGER											
Supervisor	97	±1	3	6	18	57	16	±3	3.8	±0.1	
Manager	97	±2	3	5	17	58	17	±4	3.8	±0.1	
Wage Leader	97	±3	4	5	21	54	15	±7	3.7	±0.2	
Wage Supervisor	96	±3	4	5	19	59	12	±6	3.7	±0.1	
Team Leader	98	±1	4	8	18	55	14	±3	3.7	±0.1	
Non-Supervisor	97	±1	5	8	20	54	13	±1	3.6	±0.1	
EDUCATION											
No College	96	±1	5	6	20	53	16	±3	3.7	±0.1	
Some College	97	±1	5	7	20	55	14	±2	3.7	±0.1	
4-Year Degree	98	±1	4	9	19	56	12	±2	3.6	±0.1	
Graduate/Professional Degree	98	±1	4	8	17	56	15	±2	3.7	±0.1	

Note. Percent responding are Civilian employees who answered the question.

65. Indicate the extent to which you agree or disagree with the following statements.

e. I understand how my performance is evaluated.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	97	±1	4	8	19	55	14	±1	3.7	±0.1
Other Than Full-Time	94	±3	4	6	22	49	18	±6	3.7	±0.1
CONUS	97	±1	4	8	19	55	14	±1	3.7	±0.1
OCONUS	97	±1	4	8	19	54	15	±4	3.7	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	97	±1	4	7	18	57	14	±2	3.7	±0.1
In Bargaining Unit	97	±1	5	8	21	53	13	±2	3.6	±0.1
DISABILITY										
No Disability	97	±1	4	7	19	56	14	±1	3.7	±0.1
Disability	97	±1	6	8	20	50	15	±2	3.6	±0.1
Targeted Disability	97	±1	7	9	19	49	16	±4	3.6	±0.1
Other Disability	97	±2	6	8	21	50	15	±3	3.6	±0.1
VETERAN/PREFERENCE										
Non-Veteran	97	±1	4	8	20	55	14	±2	3.7	±0.1
Veteran	97	±1	5	7	18	55	14	±2	3.7	±0.1
10 Point, 30%	97	±2	6	8	19	51	16	±3	3.6	±0.1
10 Point, Not 30%	97	±2	5	7	16	53	20	±4	3.8	±0.1
5 Point	97	±1	5	8	18	56	13	±2	3.6	±0.1
No Preference	98	±2	5	7	18	57	13	±4	3.7	±0.1
TYPE OF APPOINTMENT										
Permanent	97	±1	4	8	19	55	14	±1	3.7	±0.1
Non-Permanent	94	±3	7	8	22	48	16	±4	3.6	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	98	±1	4	7	20	56	13	±2	3.7	±0.1
FERS	97	±1	5	8	18	55	14	±1	3.7	±0.1
Other Plan	93	±3	6	8	25	47	14	±4	3.6	±0.1
Not Eligible	97	±1	4	8	19	55	14	±2	3.7	±0.1
Optional Eligible	97	±1	5	7	19	56	14	±2	3.7	±0.1
Discontinued Service	98	±1	5	7	21	54	13	±3	3.6	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	96	±2	4	9	23	51	13	±3	3.6	±0.1
30 to 39 Years Old	96	±1	5	8	19	53	15	±3	3.6	±0.1
40 to 49 Years Old	97	±1	4	7	19	56	14	±2	3.7	±0.1
50 to 59 Years Old	98	±1	5	7	19	56	13	±2	3.7	±0.1
60 Years Old or More	98	±1	4	8	18	55	15	±3	3.7	±0.1
6 Months to 4 Years of Service	96	±2	5	9	23	50	14	±3	3.6	±0.1
5 to 10 Years of Service	97	±1	5	9	18	53	15	±3	3.6	±0.1
11 to 20 Years of Service	98	±1	5	8	18	56	13	±2	3.7	±0.1
21 to 30 Years of Service	98	±1	4	7	19	56	14	±2	3.7	±0.1
More Than 30 Years of Service	98	±1	4	7	19	56	14	±2	3.7	±0.1
GENDER & RACE/ETHNICITY										
Male	98	±1	5	8	20	55	13	±1	3.6	±0.1
Female	97	±1	4	7	18	55	16	±2	3.7	±0.1
Non-Hispanic White	98	±1	4	8	18	56	14	±1	3.7	±0.1
Total Minority	96	±1	6	8	21	51	15	±2	3.6	±0.1
Non-Hispanic Black	94	±2	6	8	19	51	15	±2	3.6	±0.1
Hispanic	97	±1	5	8	19	51	17	±3	3.6	±0.1
Non-Hispanic Asian	97	±1	5	6	25	52	12	±4	3.6	±0.1

Note. Percent responding are Civilian employees who answered the question.

66. Do you receive regular performance feedback?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
OVERALL AND COMPONENT					
Total DoD	98	±1	61	±1	
Army	98	±1	60	±2	
Navy	98	±1	58	±2	
Marine Corps	98	±2	50	±5	
Air Force	98	±1	67	±2	
DoD Agencies/Field Activities	98	±1	60	±3	
PAY PLAN/GRADE					
White Collar Total	98	±1	62	±1	
GS 1 to 4	97	±2	58	±4	
GS 5 to 8	97	±1	62	±2	
GS 9 to 12	98	±1	63	±2	
GS/GM 13 to 15	98	±1	64	±3	
SES	98	±2	59	±5	
Blue Collar Total	98	±1	56	±2	
WG 1 to 5	97	±2	54	±6	
WG 6 to 9	97	±2	53	±4	
WG 10 to 15	98	±1	55	±3	
WS/WL 1 to 19	99	±1	61	±5	
NSPS Pay Plans	98	±1	67	±3	
Demo/APS Pay Plans	99	±1	65	±2	
NSPS STATUS					
Spiral 1.1	98	±1	67	±3	
All Others	98	±1	61	±1	
OCCUPATIONAL GROUPS					
Professional	98	±1	64	±2	
Administrative	98	±1	63	±2	
Technical	98	±1	60	±2	
Clerical	96	±1	64	±3	
Other White Collar	98	±1	61	±4	
Blue Collar	98	±1	56	±2	
Scientists	98	±2	64	±4	
Engineers	99	±1	63	±3	
SUPERVISOR/MANAGER					
Supervisor	98	±1	62	±3	
Manager	97	±2	63	±4	
Wage Leader	97	±3	60	±7	
Wage Supervisor	96	±3	61	±6	
Team Leader	98	±1	64	±3	
Non-Supervisor	98	±1	61	±1	
EDUCATION					
No College	98	±1	61	±3	
Some College	98	±1	60	±2	
4-Year Degree	98	±1	62	±2	
Graduate/Professional Degree	98	±1	65	±2	

Note. Percent responding are Civilian employees who answered the question.

66. Do you receive regular performance feedback?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
SCHEDULE/LOCATION					
Full-Time	98	±1	61	±1	
Other Than Full-Time	96	±3	56	±6	
CONUS	98	±1	62	±1	
OCONUS	98	±1	57	±4	
BARGAINING UNIT					
Not in Bargaining Unit	98	±1	63	±2	
In Bargaining Unit	98	±1	60	±2	
DISABILITY					
No Disability	98	±1	62	±1	
Disability	98	±1	57	±2	
Targeted Disability	97	±2	55	±4	
Other Disability	98	±1	58	±3	
VETERAN/PREFERENCE					
Non-Veteran	98	±1	62	±2	
Veteran	98	±1	60	±2	
10 Point, 30%	98	±1	59	±3	
10 Point, Not 30%	98	±1	62	±4	
5 Point	98	±1	60	±2	
No Preference	99	±1	62	±4	
TYPE OF APPOINTMENT					
Permanent	98	±1	62	±1	
Non-Permanent	96	±2	54	±4	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	98	±1	61	±2	
FERS	98	±1	62	±1	
Other Plan	96	±2	55	±4	
Not Eligible	98	±1	62	±2	
Optional Eligible	98	±1	61	±2	
Discontinued Service	98	±1	57	±3	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	97	±2	62	±3	
30 to 39 Years Old	97	±1	63	±3	
40 to 49 Years Old	98	±1	62	±2	
50 to 59 Years Old	98	±1	59	±2	
60 Years Old or More	98	±1	61	±3	
6 Months to 4 Years of Service	97	±1	61	±3	
5 to 10 Years of Service	97	±1	61	±3	
11 to 20 Years of Service	98	±1	63	±2	
21 to 30 Years of Service	98	±1	61	±2	
More Than 30 Years of Service	98	±1	60	±2	
GENDER & RACE/ETHNICITY					
Male	98	±1	61	±1	
Female	98	±1	62	±2	
Non-Hispanic White	98	±1	62	±1	
Total Minority	97	±1	59	±2	
Non-Hispanic Black	96	±1	59	±2	
Hispanic	98	±1	57	±3	
Non-Hispanic Asian	97	±2	60	±4	

Note. Percent responding are Civilian employees who answered the question.

67. How useful is the feedback?

1. Very useless
2. Useless
3. Neither useful nor useless
4. Useful
5. Very useful

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Usefulness	
OVERALL AND COMPONENT										
Total DoD	60	±1	1	3	19	55	22	±1	3.9	±0.1
Army	59	±2	1	3	16	58	23	±2	4.0	±0.1
Navy	57	±2	1	3	20	56	19	±2	3.9	±0.1
Marine Corps	49	±5	0	2	25	50	22	±7	3.9	±0.1
Air Force	66	±2	1	5	20	52	22	±2	3.9	±0.1
DoD Agencies/Field Activities	59	±3	1	3	19	55	23	±3	4.0	±0.1
PAY PLAN/GRADE										
White Collar Total	61	±1	1	3	18	55	23	±2	4.0	±0.1
GS 1 to 4	56	±4	1	3	15	56	25	±5	4.0	±0.1
GS 5 to 8	60	±2	1	2	18	52	27	±2	4.0	±0.1
GS 9 to 12	62	±2	1	4	18	56	22	±2	3.9	±0.1
GS/GM 13 to 15	63	±3	1	3	19	57	20	±4	3.9	±0.1
SES	58	±5	0	1	13	63	22	±6	4.1	±0.1
Blue Collar Total	54	±2	1	4	22	52	21	±3	3.9	±0.1
WG 1 to 5	53	±6	3	6	19	43	29	±7	3.9	±0.2
WG 6 to 9	51	±4	1	4	21	49	25	±6	3.9	±0.1
WG 10 to 15	54	±3	1	4	26	53	16	±4	3.8	±0.1
WS/WL 1 to 19	60	±5	1	3	16	58	22	±6	4.0	±0.1
NSPS Pay Plans	66	±2	1	3	18	55	24	±3	4.0	±0.1
Demo/APS Pay Plans	64	±2	1	4	18	61	16	±3	3.9	±0.1
NSPS STATUS										
Spiral 1.1	66	±2	1	3	18	55	24	±3	4.0	±0.1
All Others	60	±1	1	3	19	55	22	±1	3.9	±0.1
OCCUPATIONAL GROUPS										
Professional	63	±2	1	4	20	60	14	±2	3.8	±0.1
Administrative	62	±2	1	3	16	54	25	±2	4.0	±0.1
Technical	59	±2	1	3	19	54	24	±3	4.0	±0.1
Clerical	62	±3	1	2	15	52	30	±3	4.1	±0.1
Other White Collar	60	±4	1	3	19	57	21	±5	3.9	±0.1
Blue Collar	55	±2	1	4	21	52	21	±3	3.9	±0.1
Scientists	62	±4	2	4	21	60	13	±5	3.8	±0.1
Engineers	62	±3	1	5	22	60	12	±3	3.8	±0.1
SUPERVISOR/MANAGER										
Supervisor	61	±3	1	3	15	60	22	±3	4.0	±0.1
Manager	61	±4	0	2	14	59	26	±5	4.1	±0.1
Wage Leader	59	±6	2	2	19	56	21	±8	3.9	±0.2
Wage Supervisor	58	±6	0	4	17	51	27	±7	4.0	±0.2
Team Leader	63	±3	1	4	20	55	20	±4	3.9	±0.1
Non-Supervisor	59	±1	1	4	19	54	22	±2	3.9	±0.1
EDUCATION										
No College	59	±3	1	3	17	52	27	±3	4.0	±0.1
Some College	58	±2	1	3	19	53	24	±2	4.0	±0.1
4-Year Degree	61	±2	1	4	18	60	18	±3	3.9	±0.1
Graduate/Professional Degree	63	±2	1	4	20	56	18	±3	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question and reported they receive regular performance feedback (Q66).

67. How useful is the feedback?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Usefulness	
SCHEDULE/LOCATION										
Full-Time	60	±1	1	3	19	55	22	±1	3.9	±0.1
Other Than Full-Time	53	±5	1	4	18	52	26	±7	4.0	±0.2
CONUS	60	±1	1	3	18	55	22	±2	3.9	±0.1
OCONUS	56	±3	2	2	20	53	22	±4	3.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	61	±1	1	3	17	57	22	±2	4.0	±0.1
In Bargaining Unit	58	±2	1	4	20	54	21	±2	3.9	±0.1
DISABILITY										
No Disability	61	±1	1	3	19	56	21	±2	3.9	±0.1
Disability	55	±2	1	4	19	53	24	±3	3.9	±0.1
Targeted Disability	53	±4	1	4	19	52	25	±5	4.0	±0.1
Other Disability	56	±3	1	4	19	53	24	±3	3.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	61	±1	1	3	18	55	22	±2	3.9	±0.1
Veteran	59	±2	1	4	19	55	21	±2	3.9	±0.1
10 Point, 30%	58	±3	1	4	18	52	24	±4	4.0	±0.1
10 Point, Not 30%	60	±4	1	3	15	54	28	±5	4.0	±0.1
5 Point	58	±2	1	4	21	54	20	±2	3.9	±0.1
No Preference	61	±4	2	3	13	65	18	±5	3.9	±0.1
TYPE OF APPOINTMENT										
Permanent	60	±1	1	3	19	55	22	±2	3.9	±0.1
Non-Permanent	51	±4	1	3	16	54	27	±5	4.0	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	59	±2	1	3	20	54	22	±2	3.9	±0.1
FERS	61	±1	1	3	18	56	21	±2	3.9	±0.1
Other Plan	52	±4	0	3	19	51	26	±5	4.0	±0.1
Not Eligible	61	±2	1	4	19	55	22	±2	3.9	±0.1
Optional Eligible	60	±2	1	3	18	56	22	±2	3.9	±0.1
Discontinued Service	56	±3	1	3	19	56	21	±3	3.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	60	±3	1	4	18	57	21	±4	3.9	±0.1
30 to 39 Years Old	61	±3	1	4	17	58	20	±3	3.9	±0.1
40 to 49 Years Old	61	±2	1	3	18	56	22	±2	3.9	±0.1
50 to 59 Years Old	58	±2	1	3	20	54	22	±2	3.9	±0.1
60 Years Old or More	60	±3	1	3	20	54	23	±3	3.9	±0.1
6 Months to 4 Years of Service	59	±3	1	3	19	55	22	±3	3.9	±0.1
5 to 10 Years of Service	59	±3	1	3	17	55	23	±3	4.0	±0.1
11 to 20 Years of Service	62	±2	1	3	18	58	20	±3	3.9	±0.1
21 to 30 Years of Service	60	±2	1	3	18	54	23	±2	4.0	±0.1
More Than 30 Years of Service	58	±2	1	3	22	53	21	±3	3.9	±0.1
GENDER & RACE/ETHNICITY										
Male	59	±1	1	4	20	56	19	±2	3.9	±0.1
Female	61	±2	1	3	17	53	27	±2	4.0	±0.1
Non-Hispanic White	61	±1	1	4	19	57	19	±2	3.9	±0.1
Total Minority	57	±2	1	3	16	52	28	±2	4.0	±0.1
Non-Hispanic Black	57	±2	1	2	13	53	31	±3	4.1	±0.1
Hispanic	55	±3	1	3	18	48	29	±4	4.0	±0.1
Non-Hispanic Asian	58	±3	0	4	21	52	22	±5	3.9	±0.1

Note. Percent responding are Civilian employees who answered the question and reported they receive regular performance feedback (Q66).

68. Indicate the extent to which you agree or disagree with the following statements.

a. I generally need to offer a higher rate of pay or recruitment incentive to attract candidates with good qualifications.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	18	±1	4	14	50	25	8	±2	3.2	±0.1
Army	18	±2	4	15	48	26	8	±4	3.2	±0.1
Navy	18	±2	4	11	49	26	9	±4	3.2	±0.1
Marine Corps	20	±4	2	16	46	26	8	±9	3.2	±0.2
Air Force	22	±2	3	15	53	23	7	±4	3.2	±0.1
DoD Agencies/Field Activities	15	±2	7	13	51	23	6	±8	3.1	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	4	14	50	24	8	±3	3.2	±0.1
GS 1 to 4	6	±2	4	6	60	19	NR	±17	NR	
GS 5 to 8	9	±1	4	9	60	20	7	±5	3.2	±0.1
GS 9 to 12	18	±2	5	14	52	24	5	±4	3.1	±0.1
GS/GM 13 to 15	42	±3	3	17	45	26	9	±5	3.2	±0.1
SES	89	±3	2	16	25	41	16	±5	3.5	±0.1
Blue Collar Total	15	±2	5	13	58	19	5	±5	3.1	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	5	±2	1	9	62	25	3	±15	3.2	±0.2
WG 10 to 15	6	±2	4	7	67	15	7	±12	3.2	±0.2
WS/WL 1 to 19	52	±5	6	16	54	18	5	±6	3.0	±0.1
NSPS Pay Plans	22	±2	4	13	47	29	6	±5	3.2	±0.1
Demo/APS Pay Plans	18	±2	1	10	36	40	13	±5	3.5	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	4	13	47	29	6	±5	3.2	±0.1
All Others	18	±1	4	14	50	25	8	±2	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	19	±2	2	13	41	31	12	±4	3.4	±0.1
Administrative	27	±2	4	16	49	25	6	±4	3.1	±0.1
Technical	12	±2	5	9	57	22	6	±6	3.1	±0.1
Clerical	6	±2	4	8	62	17	9	±15	3.2	±0.3
Other White Collar	17	±3	7	15	50	20	8	±10	3.1	±0.2
Blue Collar	15	±2	5	13	58	19	6	±5	3.1	±0.1
Scientists	21	±3	2	9	34	38	17	±8	3.6	±0.2
Engineers	19	±2	0	12	39	34	15	±5	3.5	±0.1
SUPERVISOR/MANAGER										
Supervisor	48	±2	4	13	51	25	7	±3	3.2	±0.1
Manager	95	±2	4	16	45	27	8	±4	3.2	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	93	±3	4	14	57	18	7	±6	3.1	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	4	18	59	17	3	±9	3.0	±0.2
Some College	16	±1	5	13	57	19	6	±3	3.1	±0.1
4-Year Degree	21	±2	5	11	46	29	8	±5	3.2	±0.1
Graduate/Professional Degree	26	±2	2	17	39	31	11	±4	3.3	±0.1

Note: Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

68. Indicate the extent to which you agree or disagree with the following statements.

a. I generally need to offer a higher rate of pay or recruitment incentive to attract candidates with good qualifications.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	4	14	50	25	7	±2	3.2	±0.1
Other Than Full-Time	7	±3	NR	NR	NR	18	NR	±14	NR	
CONUS	18	±1	4	14	50	25	8	±2	3.2	±0.1
OCONUS	22	±3	5	15	52	21	7	±7	3.1	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	5	15	47	25	8	±3	3.2	±0.1
In Bargaining Unit	8	±1	3	7	61	22	7	±4	3.2	±0.1
DISABILITY										
No Disability	19	±1	4	14	49	25	8	±3	3.2	±0.1
Disability	18	±2	4	11	57	22	6	±5	3.2	±0.1
Targeted Disability	16	±3	2	9	52	30	7	±9	3.3	±0.2
Other Disability	18	±2	5	11	59	19	5	±6	3.1	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	4	14	47	26	8	±3	3.2	±0.1
Veteran	21	±1	4	13	52	24	7	±3	3.2	±0.1
10 Point, 30%	22	±3	4	10	55	25	6	±7	3.2	±0.1
10 Point, Not 30%	22	±4	4	16	51	20	9	±8	3.2	±0.2
5 Point	20	±2	4	13	51	24	7	±4	3.2	±0.1
No Preference	24	±4	3	16	54	23	5	±8	3.1	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	4	14	50	25	7	±2	3.2	±0.1
Non-Permanent	9	±3	2	6	NR	27	13	±18	3.4	±0.3
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	4	18	47	23	7	±3	3.1	±0.1
FERS	17	±1	4	12	51	26	7	±3	3.2	±0.1
Other Plan	11	±3	3	10	53	22	12	±12	3.3	±0.2
Not Eligible	17	±1	4	13	51	25	8	±4	3.2	±0.1
Optional Eligible	20	±1	5	14	50	24	7	±3	3.1	±0.1
Discontinued Service	20	±2	2	16	47	27	8	±6	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	7	±2	NR	6	52	24	10	±16	3.2	±0.4
30 to 39 Years Old	13	±2	1	10	56	24	8	±8	3.3	±0.2
40 to 49 Years Old	20	±2	5	12	48	27	8	±4	3.2	±0.1
50 to 59 Years Old	22	±1	4	16	50	23	7	±3	3.1	±0.1
60 Years Old or More	19	±2	5	15	50	23	7	±5	3.1	±0.1
6 Months to 4 Years of Service	7	±2	3	4	55	25	13	±11	3.4	±0.2
5 to 10 Years of Service	11	±2	6	10	56	22	7	±8	3.1	±0.2
11 to 20 Years of Service	18	±2	3	11	48	31	7	±5	3.3	±0.1
21 to 30 Years of Service	22	±2	5	16	49	23	8	±3	3.1	±0.1
More Than 30 Years of Service	28	±2	4	16	51	23	6	±4	3.1	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	3	14	50	25	8	±3	3.2	±0.1
Female	14	±1	6	14	50	23	6	±4	3.1	±0.1
Non-Hispanic White	19	±1	4	15	48	25	8	±3	3.2	±0.1
Total Minority	17	±2	4	11	55	23	7	±4	3.2	±0.1
Non-Hispanic Black	18	±2	5	11	59	21	5	±5	3.1	±0.1
Hispanic	16	±3	4	12	53	22	8	±8	3.2	±0.2
Non-Hispanic Asian	16	±3	2	10	48	32	8	±8	3.3	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

68. Indicate the extent to which you agree or disagree with the following statements.

b. I normally can make changes in employment and workplace conditions in a reasonable amount of time.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	18	±1	8	24	39	26	2	±2	2.9	±0.1
Army	18	±2	8	25	38	27	2	±4	2.9	±0.1
Navy	18	±2	9	27	41	21	2	±4	2.8	±0.1
Marine Corps	20	±4	9	34	33	20	3	±10	2.7	±0.2
Air Force	22	±2	8	22	41	27	3	±4	2.9	±0.1
DoD Agencies/Field Activities	15	±2	10	20	37	31	2	±8	3.0	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	8	25	39	25	2	±3	2.9	±0.1
GS 1 to 4	6	±2	5	6	58	16	NR	±17	NR	
GS 5 to 8	9	±1	7	14	50	25	4	±5	3.0	±0.1
GS 9 to 12	18	±2	8	22	42	25	2	±4	2.9	±0.1
GS/GM 13 to 15	42	±3	10	30	33	25	2	±4	2.8	±0.1
SES	88	±3	5	32	26	33	4	±5	3.0	±0.1
Blue Collar Total	15	±2	9	18	42	29	2	±5	3.0	±0.1
WG 1 to 5	6	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	5	±2	NR	14	55	24	NR	±15	3.1	±0.3
WG 10 to 15	6	±2	7	13	59	19	2	±12	3.0	±0.2
WS/WL 1 to 19	52	±5	10	21	35	32	2	±6	3.0	±0.2
NSPS Pay Plans	22	±2	8	27	37	25	2	±5	2.9	±0.1
Demo/APS Pay Plans	18	±2	7	29	36	26	2	±5	2.9	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	8	27	37	25	2	±5	2.9	±0.1
All Others	18	±1	8	24	40	26	2	±2	2.9	±0.1
OCCUPATIONAL GROUPS										
Professional	19	±2	10	28	36	24	2	±4	2.8	±0.1
Administrative	27	±2	7	26	37	27	2	±4	2.9	±0.1
Technical	12	±2	8	17	49	23	3	±6	3.0	±0.2
Clerical	6	±2	6	10	54	20	10	±14	3.2	±0.3
Other White Collar	17	±3	8	26	36	27	3	±10	2.9	±0.2
Blue Collar	15	±2	9	18	42	30	2	±5	3.0	±0.1
Scientists	21	±3	11	30	35	22	2	±8	2.7	±0.2
Engineers	19	±2	10	30	36	23	1	±6	2.8	±0.2
SUPERVISOR/MANAGER										
Supervisor	48	±2	8	24	43	24	2	±3	2.9	±0.1
Manager	95	±2	9	26	33	29	2	±4	2.9	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	95	±3	9	18	42	28	2	±6	3.0	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	7	14	46	32	2	±8	3.1	±0.2
Some College	16	±1	8	20	43	27	3	±3	3.0	±0.1
4-Year Degree	21	±2	9	27	38	24	2	±5	2.8	±0.1
Graduate/Professional Degree	26	±2	9	30	33	25	2	±4	2.8	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

68. Indicate the extent to which you agree or disagree with the following statements.

b. I normally can make changes in employment and workplace conditions in a reasonable amount of time.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	8	24	39	26	2	±2	2.9	±0.1
Other Than Full-Time	7	±3	0	NR	NR	NR	NR	±3	NR	
CONUS	18	±1	8	24	40	26	2	±2	2.9	±0.1
OCONUS	22	±3	10	25	34	29	2	±7	2.9	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	9	26	36	27	2	±3	2.9	±0.1
In Bargaining Unit	8	±1	5	16	54	23	2	±5	3.0	±0.1
DISABILITY										
No Disability	19	±1	8	25	39	25	2	±3	2.9	±0.1
Disability	18	±2	8	20	41	30	2	±5	3.0	±0.1
Targeted Disability	16	±3	9	17	42	31	1	±9	3.0	±0.2
Other Disability	18	±2	7	21	40	29	3	±6	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	16	±1	11	25	38	24	2	±3	2.8	±0.1
Veteran	21	±1	6	23	40	28	2	±3	3.0	±0.1
10 Point, 30%	22	±3	7	19	43	28	2	±7	3.0	±0.2
10 Point, Not 30%	22	±4	8	19	40	32	2	±9	3.0	±0.2
5 Point	20	±2	6	26	39	27	2	±4	2.9	±0.1
No Preference	24	±4	5	22	48	22	3	±8	3.0	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	8	24	39	26	2	±2	2.9	±0.1
Non-Permanent	9	±3	NR	12	NR	20	NR	±11	NR	
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	9	24	38	27	2	±3	2.9	±0.1
FERS	17	±1	8	24	40	25	2	±3	2.9	±0.1
Other Plan	11	±3	5	16	48	20	10	±14	3.2	±0.3
Not Eligible	17	±1	8	24	40	25	2	±4	2.9	±0.1
Optional Eligible	20	±1	9	23	40	26	2	±3	2.9	±0.1
Discontinued Service	20	±2	7	27	36	27	2	±6	2.9	±0.2
AGE & LENGTH OF SERVICE										
29 Years Old or Less	7	±2	NR	12	45	19	6	±13	2.8	±0.4
30 to 39 Years Old	13	±2	5	18	54	21	2	±8	3.0	±0.1
40 to 49 Years Old	20	±2	9	26	37	26	2	±4	2.9	±0.1
50 to 59 Years Old	22	±1	8	25	38	27	2	±3	2.9	±0.1
60 Years Old or More	19	±2	7	24	36	29	4	±5	3.0	±0.1
6 Months to 4 Years of Service	8	±2	11	16	48	21	4	±11	2.9	±0.3
5 to 10 Years of Service	11	±2	11	16	49	22	2	±8	2.9	±0.2
11 to 20 Years of Service	17	±2	9	23	43	24	2	±5	2.9	±0.1
21 to 30 Years of Service	22	±2	8	27	36	27	2	±3	2.9	±0.1
More Than 30 Years of Service	28	±2	8	24	38	28	3	±4	2.9	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	7	24	40	27	2	±3	2.9	±0.1
Female	14	±1	11	24	39	23	2	±4	2.8	±0.1
Non-Hispanic White	19	±1	9	26	38	25	2	±3	2.9	±0.1
Total Minority	17	±2	5	20	45	27	3	±4	3.0	±0.1
Non-Hispanic Black	19	±2	4	19	47	27	3	±6	3.1	±0.1
Hispanic	16	±3	10	16	44	27	3	±8	3.0	±0.2
Non-Hispanic Asian	16	±3	5	22	46	26	2	±8	3.0	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

68. Indicate the extent to which you agree or disagree with the following statements.

c. I can easily assign and realign work among my employees.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	18	±1	4	12	28	48	9	±2	3.5	±0.1
Army	18	±2	4	12	28	47	9	±4	3.4	±0.1
Navy	18	±2	4	13	24	51	9	±4	3.5	±0.1
Marine Corps	20	±4	4	16	14	57	10	±10	3.5	±0.2
Air Force	22	±2	4	11	28	48	9	±4	3.5	±0.1
DoD Agencies/Field Activities	15	±2	5	13	32	43	8	±8	3.4	±0.2
PAY PLAN/GRADE										
White Collar Total	20	±1	4	13	28	47	8	±3	3.4	±0.1
GS 1 to 4	6	±2	6	7	NR	16	NR	±12	3.3	±0.4
GS 5 to 8	9	±1	4	7	39	43	8	±5	3.4	±0.1
GS 9 to 12	18	±2	3	15	30	44	8	±4	3.4	±0.1
GS/GM 13 to 15	42	±3	5	12	22	52	9	±5	3.5	±0.1
SES	89	±3	1	14	12	58	14	±5	3.7	±0.1
Blue Collar Total	15	±2	4	7	28	51	10	±5	3.6	±0.1
WG 1 to 5	5	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	5	±2	7	NR	66	19	5	±15	3.1	±0.3
WG 10 to 15	6	±2	4	6	55	31	3	±12	3.2	±0.2
WS/WL 1 to 19	53	±5	4	7	15	62	12	±6	3.7	±0.1
NSPS Pay Plans	22	±2	4	8	26	50	12	±5	3.6	±0.1
Demo/APS Pay Plans	18	±2	3	9	26	52	9	±5	3.6	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	4	8	26	50	12	±5	3.6	±0.1
All Others	18	±1	4	12	28	48	9	±2	3.5	±0.1
OCCUPATIONAL GROUPS										
Professional	19	±2	4	16	23	48	9	±4	3.4	±0.1
Administrative	27	±2	4	13	26	49	8	±4	3.4	±0.1
Technical	12	±2	5	9	41	37	8	±6	3.4	±0.1
Clerical	6	±2	3	8	46	33	10	±15	3.4	±0.3
Other White Collar	17	±3	5	8	26	51	10	±9	3.5	±0.2
Blue Collar	15	±2	4	7	27	52	10	±5	3.6	±0.1
Scientists	22	±3	5	12	21	53	9	±8	3.5	±0.2
Engineers	19	±2	5	12	21	53	10	±6	3.5	±0.2
SUPERVISOR/MANAGER										
Supervisor	48	±2	4	12	27	48	9	±3	3.5	±0.1
Manager	95	±2	5	13	29	45	9	±4	3.4	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	94	±3	4	6	27	52	10	±6	3.6	±0.1
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	4	6	34	48	9	±7	3.5	±0.2
Some College	16	±1	4	11	30	47	9	±3	3.5	±0.1
4-Year Degree	22	±2	4	13	27	47	9	±5	3.4	±0.1
Graduate/Professional Degree	26	±2	4	14	23	49	9	±4	3.5	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

68. Indicate the extent to which you agree or disagree with the following statements.
c. I can easily assign and realign work among my employees.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	4	12	27	48	9	±2	3.5	±0.1
Other Than Full-Time	6	±3	2	1	NR	NR	NR	±8	NR	
CONUS	18	±1	4	12	28	48	9	±2	3.5	±0.1
OCONUS	22	±3	6	13	25	49	7	±7	3.4	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	4	12	24	50	9	±3	3.5	±0.1
In Bargaining Unit	8	±1	4	9	43	37	7	±5	3.3	±0.1
DISABILITY										
No Disability	19	±1	4	12	27	48	9	±3	3.5	±0.1
Disability	18	±2	4	11	31	44	10	±5	3.4	±0.1
Targeted Disability	16	±3	4	14	27	46	9	±8	3.4	±0.2
Other Disability	18	±2	4	10	32	44	10	±6	3.5	±0.2
VETERAN/PREFERENCE										
Non-Veteran	16	±1	5	13	27	47	9	±3	3.4	±0.1
Veteran	21	±1	4	11	28	48	9	±3	3.5	±0.1
10 Point, 30%	22	±3	5	11	29	45	10	±7	3.4	±0.2
10 Point, Not 30%	22	±4	4	10	30	48	8	±9	3.5	±0.2
5 Point	20	±2	3	12	28	49	8	±4	3.5	±0.1
No Preference	24	±4	3	8	29	48	11	±9	3.6	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	4	12	27	48	9	±2	3.5	±0.1
Non-Permanent	9	±3	3	NR	NR	26	NR	±13	3.2	±0.4
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	4	11	23	53	9	±3	3.5	±0.1
FERS	17	±1	4	12	30	46	9	±3	3.4	±0.1
Other Plan	11	±3	3	10	45	33	10	±12	3.4	±0.2
Not Eligible	17	±1	4	12	30	46	8	±4	3.4	±0.1
Optional Eligible	20	±1	4	11	26	48	10	±3	3.5	±0.1
Discontinued Service	20	±2	4	13	24	53	7	±6	3.5	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	7	±2	5	NR	42	28	5	±13	3.1	±0.3
30 to 39 Years Old	13	±2	3	10	34	44	8	±8	3.5	±0.2
40 to 49 Years Old	20	±2	4	10	29	47	9	±4	3.5	±0.1
50 to 59 Years Old	22	±1	4	13	25	50	8	±3	3.4	±0.1
60 Years Old or More	19	±2	3	11	23	48	14	±5	3.6	±0.1
6 Months to 4 Years of Service	7	±2	9	13	40	30	9	±11	3.2	±0.3
5 to 10 Years of Service	11	±2	5	13	36	36	10	±8	3.3	±0.2
11 to 20 Years of Service	18	±2	4	13	31	46	6	±5	3.4	±0.1
21 to 30 Years of Service	22	±2	3	11	26	50	9	±3	3.5	±0.1
More Than 30 Years of Service	28	±2	5	10	22	53	10	±4	3.5	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	4	11	28	49	9	±3	3.5	±0.1
Female	14	±1	5	15	27	44	10	±4	3.4	±0.1
Non-Hispanic White	19	±1	4	12	26	48	9	±3	3.5	±0.1
Total Minority	17	±2	4	10	31	46	9	±4	3.4	±0.1
Non-Hispanic Black	19	±2	5	9	32	45	10	±6	3.5	±0.1
Hispanic	16	±3	6	10	33	44	7	±8	3.4	±0.2
Non-Hispanic Asian	16	±3	2	17	32	44	4	±9	3.3	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

68. Indicate the extent to which you agree or disagree with the following statements.

d. I can make changes in employment and workplace conditions easily.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	18	±1	8	26	41	22	3	±2	2.9	±0.1
Army	18	±2	9	23	40	24	4	±4	2.9	±0.1
Navy	18	±2	9	28	42	18	3	±4	2.8	±0.1
Marine Corps	20	±4	12	27	32	26	3	±10	2.8	±0.2
Air Force	22	±2	7	26	41	23	3	±4	2.9	±0.1
DoD Agencies/Field Activities	15	±2	9	27	42	18	4	±8	2.8	±0.2
PAY PLAN/GRADE										
White Collar Total	19	±1	9	27	41	21	3	±3	2.8	±0.1
GS 1 to 4	6	±2	6	11	NR	11	NR	±12	NR	
GS 5 to 8	9	±1	7	15	50	24	5	±5	3.0	±0.1
GS 9 to 12	18	±2	7	25	41	23	3	±4	2.9	±0.1
GS/GM 13 to 15	42	±3	10	31	38	18	2	±5	2.7	±0.1
SES	88	±4	4	37	32	23	5	±5	2.9	±0.1
Blue Collar Total	15	±2	8	19	43	26	4	±5	3.0	±0.1
WG 1 to 5	5	±3	NR	NR	NR	NR	NR		NR	
WG 6 to 9	5	±2	8	8	66	16	NR	±15	3.0	±0.3
WG 10 to 15	6	±2	7	16	58	16	2	±12	2.9	±0.2
WS/WL 1 to 19	53	±5	8	22	36	30	4	±6	3.0	±0.2
NSPS Pay Plans	22	±2	8	28	38	22	4	±5	2.9	±0.1
Demo/APS Pay Plans	18	±2	8	29	39	22	2	±5	2.8	±0.1
NSPS STATUS										
Spiral 1.1	22	±2	8	28	38	22	4	±5	2.9	±0.1
All Others	18	±1	8	26	41	22	3	±2	2.9	±0.1
OCCUPATIONAL GROUPS										
Professional	19	±2	10	30	38	20	2	±4	2.7	±0.1
Administrative	27	±2	8	29	39	21	3	±4	2.8	±0.1
Technical	12	±2	7	17	50	21	5	±6	3.0	±0.2
Clerical	6	±2	9	11	50	21	10	±15	3.1	±0.3
Other White Collar	17	±3	9	28	39	21	3	±10	2.8	±0.2
Blue Collar	15	±2	8	19	43	26	4	±5	3.0	±0.1
Scientists	21	±3	11	32	36	20	2	±8	2.7	±0.2
Engineers	19	±2	10	32	37	19	2	±5	2.7	±0.2
SUPERVISOR/MANAGER										
Supervisor	48	±2	7	26	42	22	3	±3	2.9	±0.1
Manager	95	±2	10	27	39	20	3	±4	2.8	±0.1
Wage Leader	NA		NA	NA	NA	NA	NA			
Wage Supervisor	94	±3	9	19	43	25	4	±6	2.9	±0.2
Team Leader	NA		NA	NA	NA	NA	NA			
Non-Supervisor	NA		NA	NA	NA	NA	NA			
EDUCATION										
No College	11	±2	5	17	46	28	3	±8	3.1	±0.2
Some College	16	±1	8	20	45	23	4	±3	2.9	±0.1
4-Year Degree	21	±2	8	30	39	20	3	±5	2.8	±0.1
Graduate/Professional Degree	26	±2	10	33	35	20	2	±4	2.7	±0.1

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable
NA: Not applicable

68. Indicate the extent to which you agree or disagree with the following statements.
d. I can make changes in employment and workplace conditions easily.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	19	±1	8	26	41	22	3	±2	2.9	±0.1
Other Than Full-Time	6	±3	2	NR	NR	18	NR	±14	NR	
CONUS	18	±1	8	26	41	22	3	±2	2.9	±0.1
OCONUS	22	±3	11	20	45	21	4	±8	2.9	±0.2
BARGAINING UNIT										
Not in Bargaining Unit	27	±1	9	28	38	21	3	±3	2.8	±0.1
In Bargaining Unit	8	±1	6	16	52	23	4	±4	3.0	±0.1
DISABILITY										
No Disability	19	±1	8	26	41	21	3	±3	2.8	±0.1
Disability	18	±2	8	23	41	24	4	±5	2.9	±0.1
Targeted Disability	16	±3	7	24	37	28	4	±9	3.0	±0.2
Other Disability	18	±2	8	23	43	23	3	±6	2.9	±0.2
VETERAN/PREFERENCE										
Non-Veteran	16	±1	10	26	40	20	3	±3	2.8	±0.1
Veteran	21	±1	7	25	42	23	3	±3	2.9	±0.1
10 Point, 30%	22	±3	9	22	42	25	3	±7	2.9	±0.2
10 Point, Not 30%	22	±4	6	21	48	22	3	±9	3.0	±0.2
5 Point	20	±2	7	27	41	22	3	±4	2.9	±0.1
No Preference	24	±4	5	22	44	24	4	±8	3.0	±0.2
TYPE OF APPOINTMENT										
Permanent	19	±1	8	26	41	22	3	±2	2.9	±0.1
Non-Permanent	9	±3	NR	12	44	23	NR	±16	NR	
RETIREMENT PLAN/ELIGIBILITY										
CSRS	24	±2	8	27	40	22	3	±3	2.8	±0.1
FERS	17	±1	9	25	41	22	3	±3	2.9	±0.1
Other Plan	11	±3	5	23	46	18	7	±13	3.0	±0.3
Not Eligible	17	±1	9	26	42	21	3	±4	2.8	±0.1
Optional Eligible	20	±1	8	24	41	23	4	±3	2.9	±0.1
Discontinued Service	19	±2	7	30	37	23	2	±6	2.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	7	±2	NR	16	45	14	6	±13	2.7	±0.4
30 to 39 Years Old	13	±2	3	20	52	22	3	±8	3.0	±0.1
40 to 49 Years Old	19	±2	9	26	39	22	3	±4	2.9	±0.1
50 to 59 Years Old	22	±1	9	27	40	22	3	±3	2.8	±0.1
60 Years Old or More	19	±2	8	27	40	21	5	±5	2.9	±0.1
6 Months to 4 Years of Service	7	±2	13	19	45	18	6	±12	2.8	±0.3
5 to 10 Years of Service	11	±2	10	18	47	20	5	±8	2.9	±0.2
11 to 20 Years of Service	17	±2	8	23	43	23	2	±5	2.9	±0.1
21 to 30 Years of Service	22	±2	8	28	40	21	3	±3	2.8	±0.1
More Than 30 Years of Service	28	±2	8	28	39	22	3	±4	2.9	±0.1
GENDER & RACE/ETHNICITY										
Male	21	±1	7	26	41	23	3	±3	2.9	±0.1
Female	14	±1	11	25	42	18	4	±4	2.8	±0.1
Non-Hispanic White	19	±1	9	28	39	21	3	±3	2.8	±0.1
Total Minority	17	±1	8	19	46	23	4	±4	3.0	±0.1
Non-Hispanic Black	18	±2	8	17	46	24	5	±6	3.0	±0.1
Hispanic	16	±3	10	17	46	24	3	±8	2.9	±0.2
Non-Hispanic Asian	15	±3	5	26	46	21	2	±9	2.9	±0.2

Note. Percent responding are Civilian employees who answered the question and indicated they are a supervisor, manager, or wage supervisor (Q24).
NR: Not reportable

69. Before taking this survey, were you aware of the Department's legislative authority to implement a new personnel system for civilian employees to be known as the National Security Personnel System (NSPS)?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
OVERALL AND COMPONENT					
Total DoD	98	±1	79	±1	
Army	98	±1	76	±2	
Navy	98	±1	83	±2	
Marine Corps	98	±2	74	±5	
Air Force	98	±1	83	±2	
DoD Agencies/Field Activities	98	±1	76	±2	
PAY PLAN/GRADE					
White Collar Total	98	±1	83	±1	
GS 1 to 4	96	±2	55	±5	
GS 5 to 8	97	±1	77	±2	
GS 9 to 12	99	±1	87	±2	
GS/GM 13 to 15	98	±1	94	±2	
SES	98	±2	100	±2	
Blue Collar Total	98	±1	63	±2	
WG 1 to 5	98	±2	49	±6	
WG 6 to 9	97	±2	57	±4	
WG 10 to 15	98	±1	63	±3	
WS/WL 1 to 19	99	±1	74	±4	
NSPS Pay Plans	98	±1	99	±1	
Demo/APS Pay Plans	99	±1	83	±2	
NSPS STATUS					
Spiral 1.1	98	±1	99	±1	
All Others	98	±1	79	±1	
OCCUPATIONAL GROUPS					
Professional	99	±1	86	±2	
Administrative	98	±1	90	±2	
Technical	98	±1	76	±2	
Clerical	96	±1	73	±3	
Other White Collar	98	±2	72	±4	
Blue Collar	98	±1	63	±2	
Scientists	99	±1	89	±3	
Engineers	99	±1	88	±2	
SUPERVISOR/MANAGER					
Supervisor	98	±1	86	±2	
Manager	97	±2	91	±3	
Wage Leader	97	±3	70	±6	
Wage Supervisor	96	±3	72	±5	
Team Leader	98	±1	83	±3	
Non-Supervisor	98	±1	77	±1	
EDUCATION					
No College	98	±1	66	±3	
Some College	98	±1	76	±2	
4-Year Degree	99	±1	85	±2	
Graduate/Professional Degree	99	±1	88	±2	

Note. Percent responding are Civilian employees who answered the question.

69. Before taking this survey, were you aware of the Department's legislative authority to implement a new personnel system for civilian employees to be known as the National Security Personnel System (NSPS)?

	Percent Responding		Percentages Yes	Max ME	Percentage Reporting Yes
SCHEDULE/LOCATION					
Full-Time	98	±1	80	±1	
Other Than Full-Time	95	±3	41	±5	
CONUS	98	±1	80	±1	
OCONUS	98	±1	71	±3	
BARGAINING UNIT					
Not in Bargaining Unit	98	±1	82	±1	
In Bargaining Unit	98	±1	75	±2	
DISABILITY					
No Disability	98	±1	79	±1	
Disability	98	±1	79	±2	
Targeted Disability	97	±2	77	±3	
Other Disability	98	±1	80	±2	
VETERAN/PREFERENCE					
Non-Veteran	98	±1	81	±1	
Veteran	98	±1	77	±2	
10 Point, 30%	98	±1	79	±3	
10 Point, Not 30%	98	±1	79	±4	
5 Point	98	±1	77	±2	
No Preference	99	±1	71	±4	
TYPE OF APPOINTMENT					
Permanent	98	±1	81	±1	
Non-Permanent	96	±2	49	±4	
RETIREMENT PLAN/ELIGIBILITY					
CSRS	98	±1	85	±2	
FERS	98	±1	79	±1	
Other Plan	95	±2	52	±4	
Not Eligible	98	±1	79	±2	
Optional Eligible	98	±1	79	±1	
Discontinued Service	98	±1	81	±3	
AGE & LENGTH OF SERVICE					
29 Years Old or Less	96	±2	62	±3	
30 to 39 Years Old	97	±1	71	±3	
40 to 49 Years Old	98	±1	81	±2	
50 to 59 Years Old	98	±1	84	±1	
60 Years Old or More	99	±1	83	±2	
6 Months to 4 Years of Service	97	±1	65	±3	
5 to 10 Years of Service	98	±1	70	±3	
11 to 20 Years of Service	98	±1	80	±2	
21 to 30 Years of Service	98	±1	84	±1	
More Than 30 Years of Service	98	±1	86	±2	
GENDER & RACE/ETHNICITY					
Male	98	±1	78	±1	
Female	98	±1	81	±2	
Non-Hispanic White	98	±1	81	±1	
Total Minority	97	±1	74	±2	
Non-Hispanic Black	96	±1	77	±2	
Hispanic	97	±1	72	±3	
Non-Hispanic Asian	97	±2	70	±4	

Note. Percent responding are Civilian employees who answered the question.

70. Please indicate your best estimate of when you expect to be under the NSPS performance management system.

1. As early as Spring 2006
2. As early as Fall 2006
3. As early as January 2007
4. As early as October 2007
5. After 2007
6. NSPS does not apply to my position
7. Don't know

	Percent Responding		Percentages							Max ME
			1	2	3	4	5	6	7	
OVERALL AND COMPONENT										
Total DoD	77	±1	5	12	15	10	12	2	44	±1
Army	74	±2	4	10	11	12	14	2	48	±2
Navy	81	±2	6	12	15	9	14	1	43	±2
Marine Corps	72	±5	3	14	23	8	9	3	39	±5
Air Force	81	±2	4	16	20	9	10	2	39	±2
DoD Agencies/Field Activities	74	±2	4	12	16	10	9	2	46	±3
PAY PLAN/GRADE										
White Collar Total	82	±1	3	14	17	11	11	1	43	±1
GS 1 to 4	53	±4	6	13	13	7	9	2	51	±5
GS 5 to 8	75	±2	4	13	14	9	8	1	51	±2
GS 9 to 12	86	±2	3	15	17	11	11	1	43	±2
GS/GM 13 to 15	92	±2	2	16	22	14	14	1	31	±3
SES	98	±2	13	12	18	8	11	29	8	±5
Blue Collar Total	61	±2	2	5	7	7	17	4	58	±3
WG 1 to 5	47	±6	5	5	5	7	10	3	65	±8
WG 6 to 9	55	±4	2	7	6	8	13	5	58	±5
WG 10 to 15	62	±3	2	5	6	6	17	3	62	±4
WS/WL 1 to 19	73	±4	2	5	10	8	21	4	51	±5
NSPS Pay Plans	98	±1	96	3	1	0	0	0	1	±1
Demo/APS Pay Plans	82	±2	3	9	15	8	22	2	42	±3
NSPS STATUS										
Spiral 1.1	98	±1	96	3	1	0	0	0	1	±1
All Others	77	±1	3	12	15	10	12	2	45	±1
OCCUPATIONAL GROUPS										
Professional	85	±2	5	14	18	10	13	2	37	±2
Administrative	88	±2	5	14	18	12	12	1	38	±2
Technical	74	±2	4	13	13	9	9	1	50	±2
Clerical	70	±3	6	14	14	9	8	1	49	±3
Other White Collar	71	±4	4	9	14	8	7	3	54	±5
Blue Collar	61	±2	2	6	7	8	16	4	58	±3
Scientists	88	±3	4	12	14	14	17	1	37	±4
Engineers	87	±2	7	12	18	12	16	2	34	±3
SUPERVISOR/MANAGER										
Supervisor	85	±2	5	13	19	11	16	2	35	±3
Manager	88	±3	4	13	21	15	14	2	31	±4
Wage Leader	68	±6	4	3	9	9	15	1	58	±8
Wage Supervisor	69	±5	2	8	6	9	23	3	49	±7
Team Leader	81	±2	5	13	15	11	14	2	41	±3
Non-Supervisor	75	±1	5	12	14	9	11	2	48	±2
EDUCATION										
No College	64	±2	4	8	12	8	9	2	58	±3
Some College	74	±1	4	12	13	10	12	2	48	±2
4-Year Degree	84	±2	6	14	17	11	13	1	39	±2
Graduate/Professional Degree	87	±2	5	14	18	11	14	3	35	±2

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

70. Please indicate your best estimate of when you expect to be under the NSPS performance management system.

	Percent Responding		Percentages							Max ME
			1	2	3	4	5	6	7	
SCHEDULE/LOCATION										
Full-Time	79	±1	5	12	15	10	12	2	44	±1
Other Than Full-Time	39	±5	4	9	10	9	10	3	54	±7
CONUS	78	±1	5	13	15	10	12	2	44	±1
OCONUS	70	±3	4	8	11	9	13	4	51	±4
BARGAINING UNIT										
Not in Bargaining Unit	81	±1	6	13	17	11	13	2	39	±2
In Bargaining Unit	73	±1	3	11	13	9	11	2	51	±2
DISABILITY										
No Disability	77	±1	5	12	15	10	12	2	44	±1
Disability	78	±2	4	12	13	11	11	2	47	±3
Targeted Disability	75	±3	4	12	12	9	11	3	49	±4
Other Disability	79	±2	5	12	13	11	11	2	46	±3
VETERAN/PREFERENCE										
Non-Veteran	79	±1	5	13	16	10	12	1	44	±2
Veteran	76	±1	4	12	14	10	13	2	45	±2
10 Point, 30%	77	±3	4	14	15	11	13	3	41	±4
10 Point, Not 30%	77	±3	4	12	15	10	12	1	45	±4
5 Point	76	±2	3	11	14	10	13	2	46	±2
No Preference	70	±4	5	12	10	11	12	2	48	±5
TYPE OF APPOINTMENT										
Permanent	79	±1	5	12	15	10	12	2	44	±1
Non-Permanent	47	±4	4	9	10	6	10	6	54	±6
RETIREMENT PLAN/ELIGIBILITY										
CSRS	84	±2	4	11	16	11	13	2	43	±2
FERS	77	±1	5	13	15	10	12	2	45	±2
Other Plan	49	±4	4	11	13	6	10	3	52	±5
Not Eligible	78	±1	5	13	15	10	12	2	43	±2
Optional Eligible	77	±1	4	11	15	10	12	2	46	±2
Discontinued Service	79	±2	4	12	15	11	13	2	44	±3
AGE & LENGTH OF SERVICE										
29 Years Old or Less	60	±3	5	13	14	9	10	1	48	±4
30 to 39 Years Old	69	±3	5	12	14	9	12	3	45	±3
40 to 49 Years Old	79	±2	5	13	16	11	12	1	42	±2
50 to 59 Years Old	82	±1	4	12	15	10	13	2	45	±2
60 Years Old or More	82	±2	4	11	15	9	11	2	47	±3
6 Months to 4 Years of Service	63	±3	5	13	13	10	11	2	46	±3
5 to 10 Years of Service	68	±3	6	12	14	9	11	2	47	±3
11 to 20 Years of Service	78	±2	5	13	15	10	12	2	44	±2
21 to 30 Years of Service	83	±1	4	12	15	10	13	2	44	±2
More Than 30 Years of Service	85	±2	4	11	16	11	14	2	43	±2
GENDER & RACE/ETHNICITY										
Male	76	±1	4	11	15	10	14	2	44	±2
Female	79	±1	6	14	16	9	9	1	44	±2
Non-Hispanic White	80	±1	4	12	15	10	13	2	44	±2
Total Minority	72	±2	6	12	15	10	10	2	44	±2
Non-Hispanic Black	73	±2	6	12	15	10	10	1	45	±3
Hispanic	70	±3	4	15	16	9	11	2	43	±4
Non-Hispanic Asian	68	±3	10	13	17	9	11	1	39	±4

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

71. From which of the following sources did you hear about NSPS?

a. Newspaper, magazine, or radio
b. Written communication from your organization or other DoD source
c. Personnel Web site sponsored by your organization or other DoD source
d. Verbal communication from your supervisor or other individual in your chain-of-command
e. Verbal communication with other government employee(s)
f. Union source (e.g., steward, union Web site)
g. Other

	Percent Responding		Percentages							Max ME
			a	b	c	d	e	f	g	
OVERALL AND COMPONENT										
Total DoD	77	±1	29	84	60	66	74	25	12	±1
Army	74	±2	28	83	59	64	72	24	13	±2
Navy	81	±2	30	86	61	68	72	24	11	±2
Marine Corps	72	±5	26	81	62	68	77	23	15	±5
Air Force	81	±2	28	85	62	70	77	23	14	±2
DoD Agencies/Field Activities	74	±2	31	85	61	65	74	34	11	±3
PAY PLAN/GRADE										
White Collar Total	82	±1	29	87	63	67	74	23	12	±1
GS 1 to 4	52	±4	20	76	56	57	66	26	17	±5
GS 5 to 8	75	±2	20	82	61	63	71	28	15	±2
GS 9 to 12	85	±2	27	88	63	68	76	23	12	±2
GS/GM 13 to 15	93	±2	42	92	66	74	77	13	10	±3
SES	98	±2	76	98	75	88	86	5	8	±4
Blue Collar Total	61	±2	28	74	51	60	72	46	15	±3
WG 1 to 5	47	±6	24	74	42	57	73	40	13	±8
WG 6 to 9	55	±4	29	70	51	59	72	46	16	±5
WG 10 to 15	62	±3	28	72	45	59	72	51	14	±4
WS/WL 1 to 19	73	±4	29	80	62	65	74	38	15	±5
NSPS Pay Plans	98	±1	37	98	86	95	83	6	11	±3
Demo/APS Pay Plans	82	±2	29	85	52	63	65	12	10	±3
NSPS STATUS										
Spiral 1.1	98	±1	37	98	86	95	83	6	11	±3
All Others	77	±1	29	84	60	66	73	26	12	±1
OCCUPATIONAL GROUPS										
Professional	85	±2	33	88	60	68	74	19	10	±2
Administrative	89	±2	32	89	65	71	76	18	12	±2
Technical	74	±2	21	82	61	64	71	27	14	±2
Clerical	70	±3	20	83	62	59	67	21	16	±3
Other White Collar	70	±4	25	80	57	70	76	49	12	±5
Blue Collar	61	±2	28	74	51	60	73	46	15	±3
Scientists	87	±3	30	85	58	65	68	11	9	±4
Engineers	87	±2	30	89	58	71	75	15	8	±3
SUPERVISOR/MANAGER										
Supervisor	85	±2	33	85	66	71	73	15	13	±3
Manager	88	±3	38	88	67	74	77	15	13	±4
Wage Leader	68	±6	32	76	58	64	75	46	13	±8
Wage Supervisor	69	±5	27	80	61	68	70	36	15	±7
Team Leader	81	±2	30	88	59	68	73	20	11	±3
Non-Supervisor	75	±1	27	84	59	64	73	28	12	±2
EDUCATION										
No College	64	±2	20	77	55	64	69	34	14	±3
Some College	74	±1	26	83	61	65	74	30	14	±2
4-Year Degree	84	±2	31	88	60	69	75	20	10	±2
Graduate/Professional Degree	87	±2	38	89	62	67	74	17	10	±2

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

71. From which of the following sources did you hear about NSPS?

	Percent Responding		Percentages							Max ME
			a	b	c	d	e	f	g	
SCHEDULE/LOCATION										
Full-Time	79	±1	29	85	61	67	74	25	12	±1
Other Than Full-Time	38	±5	22	72	39	48	61	19	14	±8
CONUS	78	±1	28	85	60	67	74	25	12	±1
OCONUS	69	±3	37	82	59	58	70	25	13	±4
BARGAINING UNIT										
Not in Bargaining Unit	81	±1	31	86	62	69	73	12	12	±2
In Bargaining Unit	73	±1	27	82	58	63	74	42	13	±2
DISABILITY										
No Disability	77	±1	29	85	60	67	74	25	12	±1
Disability	78	±2	30	82	63	64	73	29	16	±2
Targeted Disability	75	±3	28	82	61	64	73	33	17	±4
Other Disability	79	±2	31	83	63	64	73	28	16	±3
VETERAN/PREFERENCE										
Non-Veteran	79	±1	27	85	60	67	74	25	12	±2
Veteran	76	±1	31	83	60	65	72	26	13	±2
10 Point, 30%	77	±3	32	83	63	67	74	22	12	±4
10 Point, Not 30%	77	±3	33	86	65	67	75	25	15	±4
5 Point	76	±2	30	83	60	65	72	27	13	±2
No Preference	70	±4	33	84	52	65	72	27	10	±5
TYPE OF APPOINTMENT										
Permanent	79	±1	29	85	61	66	74	26	12	±1
Non-Permanent	46	±4	22	76	52	63	71	20	11	±6
RETIREMENT PLAN/ELIGIBILITY										
CSRS	84	±2	31	86	63	66	73	27	13	±2
FERS	77	±1	28	84	59	67	74	25	12	±2
Other Plan	49	±4	23	77	55	60	67	22	15	±5
Not Eligible	78	±1	30	86	60	69	75	24	11	±2
Optional Eligible	77	±1	28	83	60	64	72	27	13	±2
Discontinued Service	79	±2	30	85	61	64	73	27	14	±3
AGE & LENGTH OF SERVICE										
29 Years Old or Less	60	±3	22	81	53	70	80	24	9	±4
30 to 39 Years Old	69	±3	25	82	56	70	75	27	9	±3
40 to 49 Years Old	79	±2	29	85	61	69	75	25	12	±2
50 to 59 Years Old	83	±1	31	85	63	64	72	26	14	±2
60 Years Old or More	82	±2	32	84	60	59	65	22	15	±3
6 Months to 4 Years of Service	63	±3	23	81	54	67	75	24	11	±3
5 to 10 Years of Service	68	±3	25	82	56	67	75	28	10	±3
11 to 20 Years of Service	78	±2	28	83	59	67	74	25	11	±2
21 to 30 Years of Service	83	±1	31	87	63	67	74	26	13	±2
More Than 30 Years of Service	85	±2	34	86	65	64	71	23	14	±2
GENDER & RACE/ETHNICITY										
Male	76	±1	32	83	58	67	73	27	12	±2
Female	79	±1	24	86	64	66	74	23	14	±2
Non-Hispanic White	80	±1	30	84	58	66	74	25	12	±2
Total Minority	72	±2	28	85	66	67	73	26	14	±2
Non-Hispanic Black	73	±2	28	84	67	67	73	29	15	±3
Hispanic	70	±3	26	84	66	66	72	23	14	±4
Non-Hispanic Asian	68	±3	28	87	65	67	67	20	12	±4

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

72. Indicate the extent to which you agree or disagree with the following statement. Material I saw or a presentation I heard about NSPS was informative.

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	77	±1	5	14	37	39	5	±1	3.3	±0.1
Army	74	±2	5	12	38	40	5	±2	3.3	±0.1
Navy	81	±2	4	14	37	40	5	±2	3.3	±0.1
Marine Corps	71	±5	4	14	37	41	5	±5	3.3	±0.1
Air Force	81	±2	7	16	34	38	5	±2	3.2	±0.1
DoD Agencies/Field Activities	74	±2	5	12	38	40	5	±3	3.3	±0.1
PAY PLAN/GRADE										
White Collar Total	81	±1	5	13	35	42	5	±1	3.3	±0.1
GS 1 to 4	52	±4	5	11	42	35	8	±5	3.3	±0.1
GS 5 to 8	74	±2	6	13	38	38	5	±2	3.2	±0.1
GS 9 to 12	85	±2	5	14	35	42	5	±2	3.3	±0.1
GS/GM 13 to 15	92	±2	5	14	31	46	4	±3	3.3	±0.1
SES	98	±2	2	14	21	50	12	±5	3.6	±0.1
Blue Collar Total	61	±2	7	16	43	29	5	±3	3.1	±0.1
WG 1 to 5	47	±6	6	14	43	32	6	±8	3.2	±0.2
WG 6 to 9	55	±4	7	15	43	27	7	±5	3.1	±0.1
WG 10 to 15	62	±3	8	16	44	30	3	±4	3.0	±0.1
WS/WL 1 to 19	73	±4	5	16	44	30	5	±5	3.2	±0.1
NSPS Pay Plans	98	±1	5	10	17	55	13	±3	3.6	±0.1
Demo/APS Pay Plans	81	±2	2	12	45	37	4	±3	3.3	±0.1
NSPS STATUS										
Spiral 1.1	98	±1	5	10	17	55	13	±3	3.6	±0.1
All Others	77	±1	5	14	37	39	5	±1	3.2	±0.1
OCCUPATIONAL GROUPS										
Professional	84	±2	4	14	36	41	4	±2	3.3	±0.1
Administrative	88	±2	4	13	33	45	5	±2	3.3	±0.1
Technical	74	±2	5	13	39	38	5	±2	3.2	±0.1
Clerical	70	±3	5	12	38	38	7	±3	3.3	±0.1
Other White Collar	70	±4	9	16	38	33	5	±4	3.1	±0.1
Blue Collar	61	±2	7	16	43	29	5	±3	3.1	±0.1
Scientists	87	±3	6	16	40	34	3	±4	3.1	±0.1
Engineers	87	±2	4	14	38	41	3	±3	3.3	±0.1
SUPERVISOR/MANAGER										
Supervisor	84	±2	5	14	34	42	5	±3	3.3	±0.1
Manager	88	±3	4	14	31	44	8	±4	3.4	±0.1
Wage Leader	68	±6	4	16	45	29	5	±8	3.2	±0.2
Wage Supervisor	69	±5	4	18	41	32	5	±7	3.1	±0.2
Team Leader	81	±2	6	13	36	41	4	±3	3.2	±0.1
Non-Supervisor	75	±1	5	13	38	39	5	±2	3.2	±0.1
EDUCATION										
No College	64	±2	6	14	42	33	5	±3	3.2	±0.1
Some College	74	±1	5	13	38	38	5	±2	3.2	±0.1
4-Year Degree	84	±2	5	14	34	42	4	±2	3.3	±0.1
Graduate/Professional Degree	86	±2	5	13	34	43	5	±2	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

72. Indicate the extent to which you agree or disagree with the following statement. Material I saw or a presentation I heard about NSPS was informative.

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	78	±1	5	14	37	39	5	±1	3.3	±0.1
Other Than Full-Time	38	±5	3	8	44	40	5	±7	3.4	±0.2
CONUS	78	±1	5	14	37	40	5	±1	3.3	±0.1
OCONUS	69	±3	5	13	39	37	5	±4	3.3	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	81	±1	4	13	35	42	5	±2	3.3	±0.1
In Bargaining Unit	73	±1	6	14	39	37	4	±2	3.2	±0.1
DISABILITY										
No Disability	77	±1	5	13	37	39	5	±1	3.3	±0.1
Disability	77	±2	6	14	35	39	5	±2	3.2	±0.1
Targeted Disability	75	±3	8	14	34	37	6	±4	3.2	±0.1
Other Disability	78	±2	5	14	36	40	5	±3	3.3	±0.1
VETERAN/PREFERENCE										
Non-Veteran	79	±1	5	13	37	40	5	±2	3.3	±0.1
Veteran	75	±1	5	14	37	39	5	±2	3.2	±0.1
10 Point, 30%	77	±3	6	15	33	40	6	±4	3.2	±0.1
10 Point, Not 30%	77	±3	6	11	34	43	5	±4	3.3	±0.1
5 Point	75	±2	5	14	38	38	5	±2	3.2	±0.1
No Preference	70	±4	4	13	38	40	5	±5	3.3	±0.1
TYPE OF APPOINTMENT										
Permanent	79	±1	5	14	37	39	5	±1	3.3	±0.1
Non-Permanent	46	±4	4	12	39	37	7	±6	3.3	±0.1
RETIREMENT PLAN/ELIGIBILITY										
CSRS	83	±2	5	14	38	39	5	±2	3.2	±0.1
FERS	77	±1	5	14	36	40	5	±2	3.3	±0.1
Other Plan	49	±4	5	11	45	35	4	±5	3.2	±0.1
Not Eligible	77	±1	5	13	36	40	5	±2	3.3	±0.1
Optional Eligible	77	±1	5	13	38	38	5	±2	3.3	±0.1
Discontinued Service	79	±2	6	15	35	39	5	±3	3.2	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	60	±3	5	15	37	37	5	±4	3.2	±0.1
30 to 39 Years Old	68	±3	5	14	37	39	5	±3	3.2	±0.1
40 to 49 Years Old	79	±2	5	13	37	40	5	±2	3.3	±0.1
50 to 59 Years Old	82	±1	5	14	36	39	5	±2	3.3	±0.1
60 Years Old or More	82	±2	4	11	40	40	5	±3	3.3	±0.1
6 Months to 4 Years of Service	63	±3	5	13	36	41	5	±3	3.3	±0.1
5 to 10 Years of Service	68	±3	5	15	35	39	5	±3	3.2	±0.1
11 to 20 Years of Service	78	±2	5	13	38	39	5	±2	3.3	±0.1
21 to 30 Years of Service	83	±1	5	14	37	40	5	±2	3.3	±0.1
More Than 30 Years of Service	85	±2	5	14	37	38	5	±2	3.2	±0.1
GENDER & RACE/ETHNICITY										
Male	76	±1	5	14	38	38	5	±2	3.2	±0.1
Female	79	±1	4	13	36	42	6	±2	3.3	±0.1
Non-Hispanic White	79	±1	5	15	37	39	4	±2	3.2	±0.1
Total Minority	72	±2	5	11	37	40	7	±2	3.3	±0.1
Non-Hispanic Black	73	±2	4	11	34	43	9	±3	3.4	±0.1
Hispanic	70	±3	6	12	39	35	8	±4	3.3	±0.1
Non-Hispanic Asian	68	±3	4	9	40	41	6	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

73. Which of the following is the single most important skill or ability for supervisors under NSPS?

1. Communicating performance expectations
2. Career counseling
3. Dealing with poor performers and disruptive employees
4. Teaching job skills
5. Motivating employees to perform well
6. Communicating effectively with people of diverse backgrounds
7. Making fair personnel decisions
8. Encouraging teamwork and cooperation
9. Other

	Percent Responding		Percentages									Max ME
			1	2	3	4	5	6	7	8	9	
OVERALL AND COMPONENT												
Total DoD	76	±1	31	2	12	2	16	3	25	6	4	±1
Army	72	±2	30	3	12	2	15	3	25	6	4	±2
Navy	79	±2	32	1	11	1	16	4	24	6	4	±2
Marine Corps	71	±5	28	1	13	1	16	5	23	7	5	±5
Air Force	79	±2	31	2	12	2	15	4	25	6	4	±2
DoD Agencies/Field Activities	73	±2	30	1	13	2	16	3	26	6	4	±3
PAY PLAN/GRADE												
White Collar Total	80	±1	33	2	11	2	15	3	26	6	4	±1
GS 1 to 4	51	±4	24	3	11	4	14	4	22	11	7	±4
GS 5 to 8	73	±2	27	3	11	2	14	4	28	7	4	±2
GS 9 to 12	84	±2	31	1	11	1	15	3	28	5	4	±2
GS/GM 13 to 15	91	±2	44	2	11	1	16	3	17	4	3	±3
SES	97	±3	67	1	4	1	14	2	8	2	2	±5
Blue Collar Total	59	±2	17	2	17	2	16	5	28	8	5	±3
WG 1 to 5	46	±6	18	4	16	4	12	7	23	11	5	±8
WG 6 to 9	53	±4	17	1	15	2	14	5	32	8	5	±5
WG 10 to 15	60	±3	14	2	18	2	14	4	31	8	6	±4
WS/WL 1 to 19	72	±4	23	1	18	3	22	4	17	8	3	±5
NSPS Pay Plans	97	±1	56	1	5	1	11	3	18	3	2	±3
Demo/APS Pay Plans	78	±2	35	2	9	1	22	3	16	9	4	±3
NSPS STATUS												
Spiral 1.1	97	±1	56	1	5	1	11	3	18	3	2	±3
All Others	75	±1	30	2	12	2	16	3	25	6	4	±1
OCCUPATIONAL GROUPS												
Professional	83	±2	35	1	9	1	18	3	24	6	4	±2
Administrative	87	±2	38	2	11	1	15	3	23	5	3	±2
Technical	72	±2	26	2	12	2	14	4	28	7	5	±2
Clerical	69	±3	29	3	10	2	14	3	25	8	4	±3
Other White Collar	69	±4	21	3	13	3	17	3	28	7	6	±4
Blue Collar	59	±2	17	2	17	3	16	5	28	8	5	±3
Scientists	85	±3	34	1	9	1	21	2	22	6	4	±4
Engineers	85	±2	34	1	10	1	19	3	22	6	4	±3
SUPERVISOR/MANAGER												
Supervisor	83	±2	39	1	10	1	19	4	17	6	3	±3
Manager	87	±3	45	1	12	1	16	4	14	4	3	±4
Wage Leader	67	±6	20	3	21	2	16	5	22	9	2	±7
Wage Supervisor	67	±5	27	1	14	2	25	4	12	9	6	±6
Team Leader	79	±3	33	1	11	1	17	3	23	6	4	±3
Non-Supervisor	74	±1	28	2	12	2	14	3	29	6	4	±1
EDUCATION												
No College	62	±3	24	2	14	2	16	4	26	8	4	±3
Some College	73	±1	26	2	13	2	14	4	27	7	4	±2
4-Year Degree	83	±2	34	1	10	1	16	3	25	6	3	±2
Graduate/Professional Degree	85	±2	40	2	9	1	16	3	21	4	4	±2

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

73. Which of the following is the single most important skill or ability for supervisors under NSPS?

	Percent Responding		Percentages									Max ME
			1	2	3	4	5	6	7	8	9	
SCHEDULE/LOCATION												
Full-Time	77	±1	31	2	12	2	16	3	25	6	4	±1
Other Than Full-Time	37	±5	24	1	12	5	14	5	17	15	6	±7
CONUS	76	±1	31	2	12	2	16	3	25	6	4	±1
OCONUS	68	±3	28	1	11	2	16	5	26	7	5	±4
BARGAINING UNIT												
Not in Bargaining Unit	79	±1	35	2	11	1	17	3	21	6	4	±2
In Bargaining Unit	72	±1	24	2	13	2	14	4	30	6	5	±2
DISABILITY												
No Disability	76	±1	31	2	12	2	16	3	25	6	4	±1
Disability	76	±2	27	2	12	2	14	5	26	7	6	±2
Targeted Disability	73	±3	27	3	11	2	15	5	25	7	5	±4
Other Disability	77	±2	28	2	12	2	13	5	26	7	6	±3
VETERAN/PREFERENCE												
Non-Veteran	77	±1	31	1	11	2	16	3	26	6	4	±2
Veteran	74	±1	29	2	13	2	15	4	24	6	4	±2
10 Point, 30%	75	±3	31	3	13	2	12	5	24	6	5	±3
10 Point, Not 30%	76	±4	30	3	11	2	15	4	23	7	5	±4
5 Point	74	±2	29	2	13	2	15	4	24	7	4	±2
No Preference	68	±4	30	1	13	1	17	3	25	4	5	±5
TYPE OF APPOINTMENT												
Permanent	77	±1	31	2	12	2	15	3	25	6	4	±1
Non-Permanent	45	±4	28	3	11	4	18	3	21	9	3	±6
RETIREMENT PLAN/ELIGIBILITY												
CSRS	82	±2	32	1	10	1	16	3	25	6	4	±2
FERS	75	±1	30	2	12	2	15	4	25	6	4	±2
Other Plan	48	±4	28	1	13	4	15	3	20	10	5	±4
Not Eligible	76	±1	32	2	13	2	16	3	24	5	4	±2
Optional Eligible	75	±1	29	2	11	1	16	4	25	7	4	±2
Discontinued Service	77	±2	30	2	11	1	15	3	27	7	4	±3
AGE & LENGTH OF SERVICE												
29 Years Old or Less	59	±3	27	3	11	3	18	2	27	5	3	±4
30 to 39 Years Old	67	±3	29	2	15	2	15	3	25	6	3	±3
40 to 49 Years Old	78	±2	32	2	12	2	15	3	24	6	4	±2
50 to 59 Years Old	81	±1	31	1	11	1	15	4	25	6	4	±2
60 Years Old or More	80	±2	30	1	9	1	16	5	26	8	4	±3
6 Months to 4 Years of Service	62	±3	29	2	11	3	17	3	26	6	3	±3
5 to 10 Years of Service	67	±3	26	3	14	2	14	3	29	5	4	±3
11 to 20 Years of Service	76	±2	31	2	12	2	15	3	25	7	4	±2
21 to 30 Years of Service	81	±1	32	2	11	1	15	4	25	6	4	±2
More Than 30 Years of Service	83	±2	32	1	12	1	17	4	23	6	4	±2
GENDER & RACE/ETHNICITY												
Male	75	±1	29	2	13	2	16	4	24	6	4	±1
Female	77	±2	33	2	10	2	14	3	27	6	3	±2
Non-Hispanic White	78	±1	30	1	13	1	16	3	25	6	4	±1
Total Minority	70	±2	31	3	9	2	14	6	25	6	4	±2
Non-Hispanic Black	72	±2	35	3	7	2	13	6	25	6	3	±3
Hispanic	69	±3	30	2	12	2	13	4	25	6	4	±4
Non-Hispanic Asian	67	±3	27	2	10	2	19	5	25	7	3	±4

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

74. Which of the following is the second most important skill or ability for supervisors under NSPS?

1. Communicating performance expectations
2. Career counseling
3. Dealing with poor performers and disruptive employees
4. Teaching job skills
5. Motivating employees to perform well
6. Communicating effectively with people of diverse backgrounds
7. Making fair personnel decisions
8. Encouraging teamwork and cooperation
9. Other

	Percent Responding		Percentages									Max ME
			1	2	3	4	5	6	7	8	9	
OVERALL AND COMPONENT												
Total DoD	75	±1	22	4	13	4	18	5	18	12	3	±1
Army	72	±2	22	6	14	4	18	5	17	11	3	±2
Navy	78	±2	23	3	12	5	19	5	19	13	3	±2
Marine Corps	70	±5	22	4	12	6	17	6	17	13	3	±4
Air Force	78	±2	22	4	12	4	19	5	19	11	3	±2
DoD Agencies/Field Activities	72	±2	22	3	13	5	17	6	20	13	3	±3
PAY PLAN/GRADE												
White Collar Total	79	±1	23	4	13	4	18	5	18	11	3	±1
GS 1 to 4	51	±4	19	5	11	7	17	5	17	16	5	±5
GS 5 to 8	72	±2	22	6	12	6	18	5	17	11	3	±2
GS 9 to 12	83	±2	24	4	13	4	18	5	19	11	3	±2
GS/GM 13 to 15	90	±2	24	4	13	2	21	4	20	10	2	±3
SES	96	±3	19	2	11	3	28	5	18	13	1	±5
Blue Collar Total	58	±2	18	4	15	5	18	5	19	14	3	±2
WG 1 to 5	45	±6	17	2	16	8	17	4	17	15	3	±8
WG 6 to 9	52	±4	17	6	15	6	14	4	24	13	2	±5
WG 10 to 15	59	±3	18	3	14	4	17	7	19	14	4	±4
WS/WL 1 to 19	71	±4	20	5	17	4	21	4	13	12	3	±5
NSPS Pay Plans	96	±1	24	5	9	2	22	5	20	12	1	±2
Demo/APS Pay Plans	78	±2	23	5	10	3	19	5	16	15	3	±2
NSPS STATUS												
Spiral 1.1	96	±1	24	5	9	2	22	5	20	12	1	±2
All Others	74	±1	22	4	13	4	18	5	18	12	3	±1
OCCUPATIONAL GROUPS												
Professional	82	±2	25	4	12	3	19	6	19	11	2	±2
Administrative	86	±2	23	5	13	3	19	5	18	12	2	±2
Technical	71	±2	22	5	13	5	18	5	18	11	3	±2
Clerical	68	±3	23	6	10	7	16	4	19	12	3	±3
Other White Collar	69	±4	17	6	16	5	21	5	15	11	4	±4
Blue Collar	58	±2	18	4	15	5	18	5	18	14	3	±2
Scientists	83	±3	25	3	12	1	16	5	19	14	3	±4
Engineers	84	±2	26	4	12	3	19	5	18	11	2	±3
SUPERVISOR/MANAGER												
Supervisor	82	±2	23	4	15	2	21	4	17	11	2	±3
Manager	86	±3	22	5	13	3	24	5	16	11	2	±4
Wage Leader	66	±6	25	7	13	3	21	5	14	11	2	±7
Wage Supervisor	66	±5	20	5	15	5	18	6	14	13	4	±6
Team Leader	79	±3	25	4	13	4	19	5	17	11	3	±3
Non-Supervisor	73	±1	22	4	12	5	17	5	19	12	3	±1
EDUCATION												
No College	61	±3	19	4	14	6	18	4	18	14	3	±3
Some College	72	±1	21	5	13	5	18	5	18	12	3	±2
4-Year Degree	82	±2	24	4	12	3	18	5	19	12	2	±2
Graduate/Professional Degree	83	±2	24	4	11	3	19	5	20	11	2	±2

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

74. Which of the following is the second most important skill or ability for supervisors under NSPS?

	Percent Responding		Percentages									Max ME
			1	2	3	4	5	6	7	8	9	
SCHEDULE/LOCATION												
Full-Time	76	±1	22	4	13	4	18	5	18	12	3	±1
Other Than Full-Time	37	±5	21	2	11	7	20	3	20	12	6	±7
CONUS	76	±1	22	4	13	4	19	5	18	12	3	±1
OCONUS	67	±3	19	7	16	4	17	5	18	11	3	±4
BARGAINING UNIT												
Not in Bargaining Unit	78	±1	23	4	13	4	19	5	18	12	2	±1
In Bargaining Unit	71	±1	22	4	12	5	17	5	19	12	3	±2
DISABILITY												
No Disability	75	±1	23	4	13	4	19	5	18	12	3	±1
Disability	75	±2	20	5	12	5	17	7	19	12	3	±2
Targeted Disability	73	±3	19	5	12	6	17	6	19	13	4	±4
Other Disability	76	±2	21	5	13	5	17	7	19	11	3	±3
VETERAN/PREFERENCE												
Non-Veteran	76	±1	23	4	13	4	19	4	19	12	3	±1
Veteran	73	±1	21	5	13	4	18	6	18	12	3	±2
10 Point, 30%	75	±3	21	7	13	4	17	6	17	11	4	±3
10 Point, Not 30%	75	±4	23	6	12	3	15	6	21	11	4	±4
5 Point	73	±2	20	5	14	5	19	6	18	12	2	±2
No Preference	68	±4	23	4	12	3	21	5	16	13	3	±5
TYPE OF APPOINTMENT												
Permanent	76	±1	22	4	13	4	19	5	18	12	3	±1
Non-Permanent	45	±4	21	7	15	7	16	6	17	10	2	±6
RETIREMENT PLAN/ELIGIBILITY												
CSRS	80	±2	22	4	12	4	20	5	18	13	3	±2
FERS	75	±1	22	5	13	4	18	5	18	12	3	±1
Other Plan	48	±4	21	5	9	4	21	6	24	8	3	±5
Not Eligible	75	±1	24	4	13	4	18	5	19	12	3	±2
Optional Eligible	75	±1	21	5	13	5	19	5	18	12	3	±2
Discontinued Service	76	±2	22	4	13	4	18	5	18	12	3	±3
AGE & LENGTH OF SERVICE												
29 Years Old or Less	58	±3	23	5	15	5	16	5	17	12	2	±4
30 to 39 Years Old	67	±3	23	5	13	4	18	4	20	10	3	±3
40 to 49 Years Old	77	±2	22	5	14	4	18	5	18	11	3	±2
50 to 59 Years Old	79	±1	22	4	12	4	19	5	18	13	3	±2
60 Years Old or More	79	±2	21	4	10	4	20	6	19	13	3	±3
6 Months to 4 Years of Service	61	±3	22	4	15	5	18	5	18	12	2	±3
5 to 10 Years of Service	66	±3	22	5	14	5	17	5	18	12	2	±3
11 to 20 Years of Service	75	±2	22	5	12	4	18	5	19	11	3	±2
21 to 30 Years of Service	80	±1	22	4	13	4	18	5	18	12	3	±2
More Than 30 Years of Service	82	±2	22	4	12	3	21	5	18	12	3	±2
GENDER & RACE/ETHNICITY												
Male	74	±1	21	5	13	4	19	5	18	12	3	±1
Female	76	±2	23	4	12	5	18	5	19	11	2	±2
Non-Hispanic White	77	±1	23	4	13	4	19	4	19	12	3	±1
Total Minority	70	±2	21	6	12	5	18	8	17	11	3	±2
Non-Hispanic Black	71	±2	22	6	11	5	17	9	18	10	2	±2
Hispanic	68	±3	19	6	13	6	17	7	17	13	3	±4
Non-Hispanic Asian	66	±3	21	4	12	5	20	8	14	12	3	±4

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

Do you agree or disagree that NSPS will improve personnel processes for...

a. Hiring new employees?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	76	±1	7	17	51	21	4	±1	3.0	±0.1
Army	73	±2	7	17	51	21	4	±2	3.0	±0.1
Navy	80	±2	7	17	53	21	3	±2	3.0	±0.1
Marine Corps	71	±5	6	21	46	24	3	±5	3.0	±0.1
Air Force	80	±2	8	16	51	21	4	±2	3.0	±0.1
DoD Agencies/Field Activities	73	±2	8	17	51	20	4	±3	3.0	±0.1
PAY PLAN/GRADE										
White Collar Total	81	±1	7	17	51	21	4	±1	3.0	±0.1
GS 1 to 4	52	±4	5	10	48	25	11	±5	3.3	±0.1
GS 5 to 8	73	±2	8	15	53	20	4	±2	3.0	±0.1
GS 9 to 12	85	±2	7	18	51	20	4	±2	2.9	±0.1
GS/GM 13 to 15	92	±2	6	18	49	24	4	±3	3.0	±0.1
SES	98	±2	5	23	39	29	5	±5	3.1	±0.1
Blue Collar Total	60	±2	10	18	48	19	4	±3	2.9	±0.1
WG 1 to 5	46	±6	9	17	44	24	6	±8	3.0	±0.2
WG 6 to 9	54	±4	11	21	41	22	5	±5	2.9	±0.2
WG 10 to 15	61	±3	12	18	52	16	2	±4	2.8	±0.1
WS/WL 1 to 19	72	±4	8	16	49	23	4	±5	3.0	±0.1
NSPS Pay Plans	97	±1	6	14	38	35	7	±3	3.2	±0.1
Demo/APS Pay Plans	80	±2	4	12	61	21	2	±3	3.1	±0.1
NSPS STATUS										
Spiral 1.1	97	±1	6	14	38	35	7	±3	3.2	±0.1
All Others	76	±1	7	17	52	20	4	±1	3.0	±0.1
OCCUPATIONAL GROUPS										
Professional	84	±2	6	18	53	20	3	±2	3.0	±0.1
Administrative	88	±2	7	17	50	22	4	±2	3.0	±0.1
Technical	73	±2	7	15	53	20	4	±2	3.0	±0.1
Clerical	69	±3	5	12	53	24	6	±3	3.1	±0.1
Other White Collar	70	±4	11	16	50	18	4	±5	2.9	±0.1
Blue Collar	60	±2	10	18	49	19	4	±3	2.9	±0.1
Scientists	86	±3	5	16	56	20	3	±4	3.0	±0.1
Engineers	86	±2	5	17	55	21	2	±3	3.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	84	±2	7	15	50	24	4	±3	3.0	±0.1
Manager	88	±3	6	16	45	27	6	±4	3.1	±0.1
Wage Leader	67	±6	11	18	43	24	3	±8	2.9	±0.2
Wage Supervisor	68	±5	7	12	56	20	5	±7	3.0	±0.2
Team Leader	80	±2	7	17	51	21	4	±3	3.0	±0.1
Non-Supervisor	74	±1	8	17	52	19	4	±2	2.9	±0.1
EDUCATION										
No College	63	±2	7	15	52	21	5	±3	3.0	±0.1
Some College	73	±1	8	16	52	20	4	±2	2.9	±0.1
4-Year Degree	83	±2	6	18	50	22	4	±2	3.0	±0.1
Graduate/Professional Degree	85	±2	7	17	51	21	4	±2	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...
a. Hiring new employees?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	78	±1	7	17	51	21	4	±1	3.0	±0.1
Other Than Full-Time	38	±5	3	9	49	28	10	±7	3.3	±0.2
CONUS	77	±1	7	17	52	21	4	±1	3.0	±0.1
OCONUS	68	±3	8	18	48	20	6	±4	3.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	80	±1	5	16	51	23	4	±2	3.0	±0.1
In Bargaining Unit	73	±1	10	18	51	18	3	±2	2.9	±0.1
DISABILITY										
No Disability	76	±1	7	16	52	21	4	±1	3.0	±0.1
Disability	77	±2	9	18	48	21	4	±3	2.9	±0.1
Targeted Disability	74	±3	11	16	48	20	5	±4	2.9	±0.1
Other Disability	78	±2	8	19	48	22	4	±3	2.9	±0.1
VETERAN/PREFERENCE										
Non-Veteran	78	±1	7	16	52	21	4	±2	3.0	±0.1
Veteran	75	±1	8	17	51	20	4	±2	2.9	±0.1
10 Point, 30%	77	±3	9	17	46	23	5	±4	3.0	±0.1
10 Point, Not 30%	77	±4	9	17	48	22	5	±4	3.0	±0.1
5 Point	75	±2	8	18	51	19	3	±2	2.9	±0.1
No Preference	69	±4	8	14	56	19	3	±5	3.0	±0.1
TYPE OF APPOINTMENT										
Permanent	78	±1	7	17	51	21	4	±1	3.0	±0.1
Non-Permanent	45	±4	5	12	48	27	8	±6	3.2	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	83	±2	8	18	51	20	3	±2	2.9	±0.1
FERS	76	±1	7	16	51	21	4	±2	3.0	±0.1
Other Plan	49	±4	6	15	54	19	6	±5	3.0	±0.1
Not Eligible	76	±1	7	16	52	22	4	±2	3.0	±0.1
Optional Eligible	76	±1	8	17	51	20	4	±2	3.0	±0.1
Discontinued Service	78	±2	8	18	51	19	4	±3	2.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	59	±3	4	14	50	25	6	±4	3.1	±0.1
30 to 39 Years Old	68	±3	7	15	52	21	5	±3	3.0	±0.1
40 to 49 Years Old	78	±2	7	17	52	20	4	±2	3.0	±0.1
50 to 59 Years Old	82	±1	8	18	51	20	3	±2	2.9	±0.1
60 Years Old or More	80	±2	8	15	53	21	3	±3	3.0	±0.1
6 Months to 4 Years of Service	62	±3	5	14	50	24	7	±3	3.2	±0.1
5 to 10 Years of Service	67	±3	7	16	50	23	5	±3	3.0	±0.1
11 to 20 Years of Service	77	±2	8	16	52	20	4	±2	3.0	±0.1
21 to 30 Years of Service	82	±1	8	18	51	20	3	±2	2.9	±0.1
More Than 30 Years of Service	84	±2	8	17	51	20	3	±2	2.9	±0.1
GENDER & RACE/ETHNICITY										
Male	76	±1	8	18	51	20	4	±2	2.9	±0.1
Female	78	±2	7	15	52	22	5	±2	3.0	±0.1
Non-Hispanic White	79	±1	7	17	53	20	3	±2	2.9	±0.1
Total Minority	71	±2	8	16	46	24	6	±2	3.0	±0.1
Non-Hispanic Black	72	±2	8	17	45	24	5	±3	3.0	±0.1
Hispanic	69	±3	9	13	47	24	7	±4	3.1	±0.1
Non-Hispanic Asian	67	±3	5	13	45	30	7	±4	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...
b. Disciplining/correcting poor work performance?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	76	±1	8	18	36	31	6	±1	3.1	±0.1
Army	72	±2	7	19	36	31	6	±2	3.1	±0.1
Navy	79	±2	8	17	36	33	6	±2	3.1	±0.1
Marine Corps	71	±5	6	21	34	32	8	±5	3.1	±0.2
Air Force	80	±2	9	17	36	32	7	±2	3.1	±0.1
DoD Agencies/Field Activities	73	±2	8	19	38	28	7	±3	3.1	±0.1
PAY PLAN/GRADE										
White Collar Total	80	±1	8	18	36	32	7	±1	3.1	±0.1
GS 1 to 4	51	±4	6	9	34	38	13	±5	3.4	±0.1
GS 5 to 8	73	±2	8	16	35	33	8	±2	3.2	±0.1
GS 9 to 12	84	±2	8	20	36	30	6	±2	3.1	±0.1
GS/GM 13 to 15	91	±2	6	19	36	32	6	±3	3.1	±0.1
SES	97	±2	5	17	31	40	6	±5	3.2	±0.1
Blue Collar Total	60	±2	10	18	34	31	6	±3	3.0	±0.1
WG 1 to 5	46	±6	6	21	33	31	9	±8	3.2	±0.2
WG 6 to 9	53	±4	11	19	34	30	6	±5	3.0	±0.2
WG 10 to 15	61	±3	13	19	36	27	5	±4	2.9	±0.1
WS/WL 1 to 19	72	±4	7	14	29	42	7	±5	3.3	±0.2
NSPS Pay Plans	96	±1	6	16	30	39	9	±3	3.3	±0.1
Demo/APS Pay Plans	80	±2	4	15	50	27	4	±3	3.1	±0.1
NSPS STATUS										
Spiral 1.1	96	±1	6	16	30	39	9	±3	3.3	±0.1
All Others	76	±1	8	18	37	31	6	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	83	±2	7	19	38	31	5	±2	3.1	±0.1
Administrative	87	±2	7	19	37	30	6	±2	3.1	±0.1
Technical	73	±2	8	16	37	32	8	±2	3.2	±0.1
Clerical	69	±3	6	12	35	37	10	±3	3.3	±0.1
Other White Collar	69	±4	13	17	31	32	7	±5	3.0	±0.1
Blue Collar	60	±2	11	18	34	31	6	±3	3.0	±0.1
Scientists	85	±3	6	18	47	27	3	±4	3.0	±0.1
Engineers	86	±2	5	18	38	35	4	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	83	±2	6	15	37	36	7	±3	3.2	±0.1
Manager	87	±3	6	17	36	34	7	±4	3.2	±0.1
Wage Leader	67	±6	11	18	29	34	7	±8	3.1	±0.2
Wage Supervisor	68	±5	7	9	34	43	6	±7	3.3	±0.2
Team Leader	80	±3	8	20	36	30	7	±3	3.1	±0.1
Non-Supervisor	74	±1	9	19	37	30	6	±1	3.1	±0.1
EDUCATION										
No College	63	±2	8	14	39	32	8	±3	3.2	±0.1
Some College	73	±1	9	18	35	31	7	±2	3.1	±0.1
4-Year Degree	83	±2	7	19	37	32	6	±2	3.1	±0.1
Graduate/Professional Degree	85	±2	8	19	37	31	5	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...
b. Disciplining/correcting poor work performance?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	77	±1	8	18	36	31	6	±1	3.1	±0.1
Other Than Full-Time	37	±5	3	11	40	34	12	±7	3.4	±0.2
CONUS	77	±1	8	18	37	31	6	±1	3.1	±0.1
OCONUS	68	±3	10	20	33	29	8	±4	3.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	79	±1	6	17	37	33	7	±2	3.2	±0.1
In Bargaining Unit	72	±1	11	19	35	29	5	±2	3.0	±0.1
DISABILITY										
No Disability	76	±1	7	18	37	32	6	±1	3.1	±0.1
Disability	76	±2	10	20	34	30	6	±2	3.0	±0.1
Targeted Disability	73	±3	12	19	35	27	8	±4	3.0	±0.1
Other Disability	77	±2	10	20	34	31	5	±3	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	77	±1	7	18	37	31	7	±2	3.1	±0.1
Veteran	74	±1	9	18	36	31	6	±2	3.1	±0.1
10 Point, 30%	76	±3	9	18	32	34	6	±4	3.1	±0.1
10 Point, Not 30%	76	±4	8	19	33	33	7	±4	3.1	±0.1
5 Point	74	±2	8	18	37	30	6	±2	3.1	±0.1
No Preference	68	±4	9	14	40	32	4	±5	3.1	±0.1
TYPE OF APPOINTMENT										
Permanent	78	±1	8	18	37	31	6	±1	3.1	±0.1
Non-Permanent	45	±4	4	17	33	35	11	±7	3.3	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	82	±2	9	19	39	28	5	±2	3.0	±0.1
FERS	75	±1	8	17	35	33	7	±2	3.1	±0.1
Other Plan	48	±4	5	19	40	29	7	±5	3.1	±0.1
Not Eligible	76	±1	7	19	36	32	7	±2	3.1	±0.1
Optional Eligible	76	±1	9	17	37	31	6	±2	3.1	±0.1
Discontinued Service	78	±2	9	20	36	30	6	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	59	±3	5	15	33	37	9	±4	3.3	±0.1
30 to 39 Years Old	67	±3	6	18	33	32	11	±3	3.2	±0.1
40 to 49 Years Old	78	±2	8	18	36	33	6	±2	3.1	±0.1
50 to 59 Years Old	81	±1	9	19	37	29	5	±2	3.0	±0.1
60 Years Old or More	80	±2	8	17	43	28	4	±3	3.0	±0.1
6 Months to 4 Years of Service	62	±3	5	15	34	36	11	±3	3.3	±0.1
5 to 10 Years of Service	67	±3	8	17	32	35	9	±3	3.2	±0.1
11 to 20 Years of Service	76	±2	8	17	36	32	7	±2	3.1	±0.1
21 to 30 Years of Service	81	±1	9	19	37	30	5	±2	3.0	±0.1
More Than 30 Years of Service	83	±2	8	20	40	27	5	±2	3.0	±0.1
GENDER & RACE/ETHNICITY										
Male	75	±1	8	18	37	31	6	±2	3.1	±0.1
Female	77	±2	8	17	36	31	7	±2	3.1	±0.1
Non-Hispanic White	78	±1	8	19	37	31	6	±2	3.1	±0.1
Total Minority	70	±2	8	16	35	33	8	±2	3.2	±0.1
Non-Hispanic Black	72	±2	8	18	34	34	7	±3	3.2	±0.1
Hispanic	68	±3	9	13	36	33	10	±4	3.2	±0.1
Non-Hispanic Asian	67	±3	6	12	33	38	11	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...

c. Rewarding good work performance?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	76	±1	10	18	34	30	9	±1	3.1	±0.1
Army	73	±2	8	18	34	31	9	±2	3.1	±0.1
Navy	80	±2	9	17	34	32	8	±2	3.1	±0.1
Marine Corps	71	±5	10	19	32	30	8	±5	3.1	±0.2
Air Force	79	±2	11	17	33	31	9	±2	3.1	±0.1
DoD Agencies/Field Activities	73	±2	11	18	33	28	10	±3	3.1	±0.1
PAY PLAN/GRADE										
White Collar Total	80	±1	9	18	33	31	9	±1	3.1	±0.1
GS 1 to 4	52	±4	6	8	32	33	21	±5	3.5	±0.1
GS 5 to 8	73	±2	10	15	33	32	11	±2	3.2	±0.1
GS 9 to 12	84	±2	10	20	33	29	8	±2	3.0	±0.1
GS/GM 13 to 15	91	±2	8	17	33	34	9	±3	3.2	±0.1
SES	98	±2	4	9	24	50	13	±5	3.6	±0.1
Blue Collar Total	60	±2	13	20	31	27	9	±3	3.0	±0.1
WG 1 to 5	46	±6	11	18	32	27	12	±8	3.1	±0.2
WG 6 to 9	54	±4	14	23	29	23	11	±5	2.9	±0.2
WG 10 to 15	61	±3	15	22	33	24	7	±4	2.8	±0.1
WS/WL 1 to 19	72	±4	8	14	27	40	10	±5	3.3	±0.2
NSPS Pay Plans	97	±1	7	15	28	39	11	±3	3.3	±0.1
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NSPS STATUS										
Spiral 1.1	97	±1	7	15	28	39	11	±3	3.3	±0.1
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OCCUPATIONAL GROUPS										
Professional	83	±2	8	18	36	32	7	±2	3.1	±0.1
Administrative	87	±2	9	18	34	30	8	±2	3.1	±0.1
Technical	73	±2	10	16	33	30	10	±2	3.2	±0.1
Clerical	69	±3	7	11	33	35	14	±3	3.4	±0.1
Other White Collar	70	±4	15	17	29	29	10	±5	3.0	±0.2
Blue Collar	60	±2	13	20	31	28	9	±3	3.0	±0.1
Scientists	86	±3	6	17	41	29	6	±4	3.1	±0.1
Engineers	86	±2	6	17	36	34	6	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	83	±2	7	13	31	38	11	±3	3.3	±0.1
Manager	87	±3	5	14	32	36	12	±4	3.4	±0.1
Wage Leader	67	±6	12	18	30	30	10	±8	3.1	±0.2
Wage Supervisor	68	±5	6	12	28	44	10	±7	3.4	±0.2
Team Leader	80	±3	8	18	35	30	9	±3	3.1	±0.1
Non-Supervisor	74	±1	11	19	34	28	8	±1	3.0	±0.1
EDUCATION										
No College	63	±2	9	14	35	31	11	±3	3.2	±0.1
Some College	73	±1	11	18	32	30	9	±2	3.1	±0.1
4-Year Degree	83	±2	8	19	34	31	8	±2	3.1	±0.1
Graduate/Professional Degree	85	±2	9	17	35	31	8	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...
c. Rewarding good work performance?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	77	±1	10	18	34	30	9	±1	3.1	±0.1
Other Than Full-Time	38	±5	4	8	37	36	15	±8	3.5	±0.2
CONUS	77	±1	9	18	34	31	9	±1	3.1	±0.1
OCONUS	67	±3	10	20	32	28	9	±4	3.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	79	±1	6	16	34	34	9	±2	3.2	±0.1
In Bargaining Unit	72	±1	14	19	33	26	8	±2	3.0	±0.1
DISABILITY										
No Disability	76	±1	9	17	34	31	9	±1	3.1	±0.1
Disability	76	±2	12	20	30	28	9	±2	3.0	±0.1
Targeted Disability	74	±3	14	20	31	26	9	±4	3.0	±0.1
Other Disability	78	±2	11	21	30	29	9	±3	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	78	±1	9	17	34	31	9	±2	3.1	±0.1
Veteran	74	±1	10	18	33	30	9	±2	3.1	±0.1
10 Point, 30%	76	±3	10	20	28	30	11	±4	3.1	±0.1
10 Point, Not 30%	75	±4	11	16	32	32	9	±4	3.1	±0.1
5 Point	75	±2	10	18	34	29	8	±2	3.1	±0.1
No Preference	68	±4	11	16	38	30	6	±5	3.1	±0.1
TYPE OF APPOINTMENT										
Permanent	78	±1	10	18	34	30	8	±1	3.1	±0.1
Non-Permanent	45	±4	4	16	31	33	16	±7	3.4	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	82	±2	11	19	35	29	7	±2	3.0	±0.1
FERS	76	±1	9	17	33	31	10	±2	3.1	±0.1
Other Plan	48	±4	7	15	37	32	9	±5	3.2	±0.1
Not Eligible	76	±1	9	18	34	31	9	±2	3.1	±0.1
Optional Eligible	76	±1	10	17	34	30	9	±2	3.1	±0.1
Discontinued Service	78	±2	11	19	32	29	8	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	59	±3	6	16	32	36	11	±4	3.3	±0.1
30 to 39 Years Old	67	±3	8	17	33	30	13	±3	3.2	±0.1
40 to 49 Years Old	78	±2	9	17	34	31	9	±2	3.1	±0.1
50 to 59 Years Old	81	±1	11	19	33	29	7	±2	3.0	±0.1
60 Years Old or More	80	±2	10	15	38	30	7	±3	3.1	±0.1
6 Months to 4 Years of Service	62	±3	6	16	32	33	13	±3	3.3	±0.1
5 to 10 Years of Service	67	±3	8	18	33	30	10	±3	3.2	±0.1
11 to 20 Years of Service	77	±2	9	17	33	31	9	±2	3.1	±0.1
21 to 30 Years of Service	81	±1	11	18	34	30	8	±2	3.1	±0.1
More Than 30 Years of Service	84	±2	10	19	35	30	7	±2	3.1	±0.1
GENDER & RACE/ETHNICITY										
Male	75	±1	10	18	34	30	8	±2	3.1	±0.1
Female	78	±2	9	17	33	31	10	±2	3.2	±0.1
Non-Hispanic White	78	±1	10	18	34	30	8	±1	3.1	±0.1
Total Minority	70	±2	9	16	32	32	11	±2	3.2	±0.1
Non-Hispanic Black	71	±2	9	17	31	32	11	±3	3.2	±0.1
Hispanic	69	±3	10	15	32	31	12	±4	3.2	±0.1
Non-Hispanic Asian	67	±3	5	12	30	39	14	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...

d. Linking pay to performance?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	76	±1	10	18	33	30	9	±1	3.1	±0.1
Army	72	±2	9	19	34	29	9	±2	3.1	±0.1
Navy	80	±2	10	17	34	31	8	±2	3.1	±0.1
Marine Corps	71	±5	10	21	32	28	9	±5	3.1	±0.2
Air Force	79	±2	11	17	33	30	9	±2	3.1	±0.1
DoD Agencies/Field Activities	73	±2	12	19	33	27	8	±3	3.0	±0.1
PAY PLAN/GRADE										
White Collar Total	80	±1	10	18	33	30	9	±1	3.1	±0.1
GS 1 to 4	51	±4	8	9	34	32	17	±5	3.4	±0.1
GS 5 to 8	73	±2	10	16	33	31	10	±2	3.2	±0.1
GS 9 to 12	84	±2	11	20	32	29	8	±2	3.0	±0.1
GS/GM 13 to 15	91	±2	7	18	33	33	9	±3	3.2	±0.1
SES	97	±2	4	10	22	50	13	±5	3.6	±0.1
Blue Collar Total	60	±2	15	20	32	26	8	±3	2.9	±0.1
WG 1 to 5	46	±6	13	18	32	27	10	±8	3.0	±0.2
WG 6 to 9	54	±4	15	24	30	22	10	±5	2.9	±0.2
WG 10 to 15	61	±3	18	22	33	22	6	±4	2.8	±0.1
WS/WL 1 to 19	72	±4	8	13	32	37	10	±5	3.3	±0.2
NSPS Pay Plans	97	±1	7	14	28	39	12	±3	3.3	±0.1
Demo/APS Pay Plans	80	±2	5	13	44	31	7	±3	3.2	±0.1
NSPS STATUS										
Spiral 1.1	97	±1	7	14	28	39	12	±3	3.3	±0.1
All Others	76	±1	10	18	34	29	9	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	83	±2	8	19	35	31	7	±2	3.1	±0.1
Administrative	87	±2	10	19	33	30	9	±2	3.1	±0.1
Technical	72	±2	10	16	34	29	10	±2	3.1	±0.1
Clerical	69	±3	8	12	34	34	13	±3	3.3	±0.1
Other White Collar	70	±4	17	18	31	26	9	±4	2.9	±0.2
Blue Collar	60	±2	14	20	32	26	8	±3	2.9	±0.1
Scientists	86	±3	6	19	38	31	6	±4	3.1	±0.1
Engineers	86	±2	6	18	36	34	7	±3	3.2	±0.1
SUPERVISOR/MANAGER										
Supervisor	83	±2	7	14	31	36	12	±3	3.3	±0.1
Manager	87	±3	6	14	33	35	12	±4	3.3	±0.1
Wage Leader	66	±6	12	16	33	29	9	±8	3.1	±0.2
Wage Supervisor	68	±5	8	13	34	37	9	±7	3.3	±0.2
Team Leader	80	±2	9	18	36	28	9	±3	3.1	±0.1
Non-Supervisor	74	±1	12	19	34	28	8	±1	3.0	±0.1
EDUCATION										
No College	63	±2	10	17	35	30	9	±3	3.1	±0.1
Some College	73	±1	12	18	33	28	9	±2	3.1	±0.1
4-Year Degree	83	±2	9	19	33	32	8	±2	3.1	±0.1
Graduate/Professional Degree	85	±2	10	19	34	29	9	±2	3.1	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...
d. Linking pay to performance?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	77	±1	10	18	33	30	9	±1	3.1	±0.1
Other Than Full-Time	38	±5	5	9	38	34	14	±7	3.4	±0.2
CONUS	77	±1	10	18	33	30	9	±1	3.1	±0.1
OCONUS	68	±3	11	20	33	26	10	±4	3.1	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	79	±1	7	17	34	33	10	±2	3.2	±0.1
In Bargaining Unit	72	±1	15	20	33	25	7	±2	2.9	±0.1
DISABILITY										
No Disability	76	±1	10	18	34	30	9	±1	3.1	±0.1
Disability	76	±2	13	21	31	26	9	±2	3.0	±0.1
Targeted Disability	73	±3	15	19	33	24	9	±4	2.9	±0.1
Other Disability	77	±2	12	22	30	27	9	±3	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	77	±1	10	18	34	31	8	±2	3.1	±0.1
Veteran	74	±1	11	18	33	28	9	±2	3.1	±0.1
10 Point, 30%	76	±3	11	20	30	28	12	±3	3.1	±0.1
10 Point, Not 30%	76	±4	10	18	33	29	10	±4	3.1	±0.1
5 Point	74	±2	11	19	34	28	8	±2	3.0	±0.1
No Preference	68	±4	11	14	37	30	7	±5	3.1	±0.1
TYPE OF APPOINTMENT										
Permanent	78	±1	10	18	33	29	8	±1	3.1	±0.1
Non-Permanent	45	±4	6	16	31	33	14	±6	3.3	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	82	±2	11	19	35	28	7	±2	3.0	±0.1
FERS	76	±1	10	18	32	30	9	±2	3.1	±0.1
Other Plan	48	±4	8	15	38	30	9	±5	3.2	±0.1
Not Eligible	76	±1	9	19	34	30	9	±2	3.1	±0.1
Optional Eligible	75	±1	11	17	33	29	9	±2	3.1	±0.1
Discontinued Service	78	±2	12	19	33	29	8	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	59	±3	6	18	33	34	9	±4	3.2	±0.1
30 to 39 Years Old	68	±3	8	17	33	30	12	±3	3.2	±0.1
40 to 49 Years Old	78	±2	10	18	33	31	9	±2	3.1	±0.1
50 to 59 Years Old	81	±1	12	20	33	28	8	±2	3.0	±0.1
60 Years Old or More	79	±2	11	15	36	30	7	±3	3.1	±0.1
6 Months to 4 Years of Service	62	±3	8	16	31	34	12	±3	3.3	±0.1
5 to 10 Years of Service	67	±3	9	17	34	29	11	±3	3.2	±0.1
11 to 20 Years of Service	77	±2	10	18	33	30	9	±2	3.1	±0.1
21 to 30 Years of Service	81	±1	11	19	34	29	7	±2	3.0	±0.1
More Than 30 Years of Service	83	±2	11	19	35	29	7	±2	3.0	±0.1
GENDER & RACE/ETHNICITY										
Male	75	±1	11	19	34	29	8	±2	3.0	±0.1
Female	77	±2	10	17	33	31	10	±2	3.1	±0.1
Non-Hispanic White	78	±1	10	19	34	29	8	±1	3.1	±0.1
Total Minority	70	±2	10	17	32	30	11	±2	3.2	±0.1
Non-Hispanic Black	72	±2	10	17	31	30	11	±3	3.1	±0.1
Hispanic	69	±3	11	15	34	29	12	±4	3.2	±0.1
Non-Hispanic Asian	67	±3	6	12	32	36	13	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...

e. Classification of jobs by series and paygrade/pay band?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	76	±1	9	16	48	23	5	±1	3.0	±0.1
Army	72	±2	7	16	49	23	5	±2	3.0	±0.1
Navy	79	±2	8	15	49	24	4	±2	3.0	±0.1
Marine Corps	70	±5	8	17	46	24	4	±5	3.0	±0.1
Air Force	80	±2	11	16	47	22	5	±2	2.9	±0.1
DoD Agencies/Field Activities	73	±2	10	18	46	21	5	±3	2.9	±0.1
PAY PLAN/GRADE										
White Collar Total	80	±1	9	16	47	23	5	±2	3.0	±0.1
GS 1 to 4	51	±4	7	7	43	28	14	±5	3.3	±0.1
GS 5 to 8	73	±2	9	14	46	24	7	±2	3.1	±0.1
GS 9 to 12	84	±2	9	18	48	22	4	±2	2.9	±0.1
GS/GM 13 to 15	92	±2	7	17	48	24	4	±3	3.0	±0.1
SES	98	±2	4	14	44	30	7	±5	3.2	±0.1
Blue Collar Total	60	±2	12	16	48	19	5	±3	2.9	±0.1
WG 1 to 5	46	±6	10	15	46	20	10	±8	3.1	±0.2
WG 6 to 9	53	±4	13	18	42	21	6	±5	2.9	±0.2
WG 10 to 15	61	±3	15	15	51	16	2	±4	2.8	±0.1
WS/WL 1 to 19	72	±4	8	12	51	23	6	±5	3.1	±0.1
NSPS Pay Plans	97	±1	7	16	39	32	7	±3	3.1	±0.1
Demo/APS Pay Plans	80	±2	4	10	58	25	3	±3	3.1	±0.1
NSPS STATUS										
Spiral 1.1	97	±1	7	16	39	32	7	±3	3.1	±0.1
All Others	76	±1	9	16	48	23	5	±1	3.0	±0.1
OCCUPATIONAL GROUPS										
Professional	83	±2	7	17	50	22	3	±2	3.0	±0.1
Administrative	87	±2	8	16	47	24	5	±2	3.0	±0.1
Technical	72	±2	9	15	46	24	6	±2	3.0	±0.1
Clerical	69	±3	7	11	46	28	9	±3	3.2	±0.1
Other White Collar	70	±4	15	15	45	18	7	±5	2.9	±0.1
Blue Collar	60	±2	12	16	48	20	5	±3	2.9	±0.1
Scientists	85	±3	6	16	55	20	3	±4	3.0	±0.1
Engineers	86	±2	6	15	52	24	2	±3	3.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	83	±2	7	14	46	27	6	±3	3.1	±0.1
Manager	88	±3	6	15	46	26	6	±4	3.1	±0.1
Wage Leader	67	±6	11	19	43	20	7	±8	2.9	±0.2
Wage Supervisor	69	±5	9	9	52	26	4	±7	3.1	±0.2
Team Leader	80	±3	8	16	49	23	4	±3	3.0	±0.1
Non-Supervisor	74	±1	9	16	48	22	5	±2	3.0	±0.1
EDUCATION										
No College	63	±2	8	14	48	24	6	±3	3.1	±0.1
Some College	73	±1	10	16	48	22	5	±2	3.0	±0.1
4-Year Degree	83	±2	7	16	49	25	4	±2	3.0	±0.1
Graduate/Professional Degree	85	±2	9	17	48	21	4	±2	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...
e. Classification of jobs by series and paygrade/pay band?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	77	±1	9	16	48	23	5	±1	3.0	±0.1
Other Than Full-Time	37	±5	5	7	50	29	10	±7	3.3	±0.2
CONUS	77	±1	9	16	48	23	5	±1	3.0	±0.1
OCONUS	68	±3	9	17	47	23	4	±4	3.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	79	±1	6	15	48	25	5	±2	3.1	±0.1
In Bargaining Unit	72	±1	12	17	47	20	4	±2	2.9	±0.1
DISABILITY										
No Disability	76	±1	8	15	49	23	5	±1	3.0	±0.1
Disability	76	±2	11	18	44	22	6	±3	2.9	±0.1
Targeted Disability	73	±3	13	17	44	20	7	±4	2.9	±0.1
Other Disability	77	±2	10	18	44	23	5	±3	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	77	±1	8	16	48	23	5	±2	3.0	±0.1
Veteran	74	±1	10	15	48	22	5	±2	3.0	±0.1
10 Point, 30%	76	±3	10	16	42	25	7	±4	3.0	±0.1
10 Point, Not 30%	76	±4	9	15	46	24	5	±4	3.0	±0.1
5 Point	74	±2	10	16	49	22	4	±2	3.0	±0.1
No Preference	68	±4	10	13	52	22	3	±5	3.0	±0.1
TYPE OF APPOINTMENT										
Permanent	78	±1	9	16	48	23	5	±1	3.0	±0.1
Non-Permanent	45	±4	5	14	42	28	12	±7	3.3	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	82	±2	10	17	49	21	4	±2	2.9	±0.1
FERS	75	±1	9	15	47	23	5	±2	3.0	±0.1
Other Plan	48	±4	6	15	49	25	5	±5	3.1	±0.1
Not Eligible	76	±1	8	16	49	23	5	±2	3.0	±0.1
Optional Eligible	76	±1	9	16	47	23	5	±2	3.0	±0.1
Discontinued Service	78	±2	10	17	48	21	4	±3	2.9	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	59	±3	6	14	49	25	6	±4	3.1	±0.1
30 to 39 Years Old	67	±3	8	14	48	23	7	±3	3.1	±0.1
40 to 49 Years Old	78	±2	8	16	48	23	5	±2	3.0	±0.1
50 to 59 Years Old	81	±1	10	17	47	22	4	±2	2.9	±0.1
60 Years Old or More	80	±2	8	14	51	24	4	±3	3.0	±0.1
6 Months to 4 Years of Service	61	±3	6	14	48	24	8	±3	3.1	±0.1
5 to 10 Years of Service	67	±3	9	14	47	24	7	±3	3.1	±0.1
11 to 20 Years of Service	77	±2	8	16	47	24	5	±2	3.0	±0.1
21 to 30 Years of Service	81	±1	10	17	48	22	4	±2	2.9	±0.1
More Than 30 Years of Service	84	±2	9	17	49	22	4	±2	3.0	±0.1
GENDER & RACE/ETHNICITY										
Male	75	±1	9	16	48	22	4	±2	3.0	±0.1
Female	77	±2	8	15	47	24	6	±2	3.0	±0.1
Non-Hispanic White	78	±1	9	16	49	21	4	±2	3.0	±0.1
Total Minority	70	±2	8	14	44	27	7	±2	3.1	±0.1
Non-Hispanic Black	71	±2	8	14	42	29	7	±3	3.1	±0.1
Hispanic	69	±3	10	13	46	24	7	±4	3.1	±0.1
Non-Hispanic Asian	66	±3	6	11	44	30	9	±4	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...

f. Communication between supervisors and employees?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	75	±1	8	18	43	25	5	±1	3.0	±0.1
Army	72	±2	8	19	43	24	6	±2	3.0	±0.1
Navy	79	±2	7	18	44	26	5	±2	3.0	±0.1
Marine Corps	71	±5	7	21	39	28	5	±5	3.0	±0.1
Air Force	79	±2	10	17	43	26	5	±2	3.0	±0.1
DoD Agencies/Field Activities	72	±2	9	20	42	23	5	±3	2.9	±0.1
PAY PLAN/GRADE										
White Collar Total	79	±1	8	19	43	25	5	±2	3.0	±0.1
GS 1 to 4	51	±4	7	9	39	28	17	±5	3.4	±0.2
GS 5 to 8	72	±2	9	16	41	27	7	±2	3.1	±0.1
GS 9 to 12	83	±2	8	20	44	24	4	±2	2.9	±0.1
GS/GM 13 to 15	90	±2	6	20	43	26	5	±3	3.0	±0.1
SES	96	±3	2	12	34	43	9	±5	3.4	±0.1
Blue Collar Total	59	±2	12	19	39	24	6	±3	2.9	±0.1
WG 1 to 5	45	±6	13	15	35	27	10	±8	3.0	±0.2
WG 6 to 9	52	±4	12	23	36	22	7	±5	2.9	±0.2
WG 10 to 15	61	±3	14	19	43	19	4	±4	2.8	±0.1
WS/WL 1 to 19	71	±4	8	16	35	34	7	±5	3.2	±0.2
NSPS Pay Plans	96	±1	6	13	30	41	10	±3	3.4	±0.1
Demo/APS Pay Plans	79	±2	4	15	55	23	3	±3	3.0	±0.1
NSPS STATUS										
Spiral 1.1	96	±1	6	13	30	41	10	±3	3.4	±0.1
All Others	75	±1	8	18	43	25	5	±1	3.0	±0.1
OCCUPATIONAL GROUPS										
Professional	83	±2	7	19	47	23	3	±2	3.0	±0.1
Administrative	86	±2	8	19	43	25	5	±2	3.0	±0.1
Technical	72	±2	8	17	43	25	6	±2	3.0	±0.1
Clerical	68	±3	6	13	41	30	10	±3	3.2	±0.1
Other White Collar	69	±4	14	18	36	26	6	±5	2.9	±0.1
Blue Collar	59	±2	12	19	39	24	6	±3	2.9	±0.1
Scientists	85	±3	6	17	54	21	2	±4	2.9	±0.1
Engineers	85	±2	5	20	47	25	3	±3	3.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	82	±2	7	14	42	29	7	±3	3.2	±0.1
Manager	86	±3	6	16	39	33	7	±4	3.2	±0.1
Wage Leader	66	±6	11	18	35	29	7	±8	3.0	±0.2
Wage Supervisor	67	±5	7	14	38	36	7	±7	3.2	±0.2
Team Leader	79	±3	7	20	45	24	4	±3	3.0	±0.1
Non-Supervisor	73	±1	9	19	44	23	5	±2	2.9	±0.1
EDUCATION										
No College	62	±2	8	14	42	28	8	±3	3.1	±0.1
Some College	72	±1	9	18	42	25	6	±2	3.0	±0.1
4-Year Degree	82	±2	7	20	45	24	4	±2	3.0	±0.1
Graduate/Professional Degree	84	±2	8	19	44	24	4	±2	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...
f. Communication between supervisors and employees?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	76	±1	8	19	43	25	5	±1	3.0	±0.1
Other Than Full-Time	38	±5	5	9	47	24	15	±7	3.4	±0.2
CONUS	76	±1	8	18	43	25	5	±1	3.0	±0.1
OCONUS	68	±3	9	19	44	22	5	±4	3.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	79	±1	6	17	44	27	6	±2	3.1	±0.1
In Bargaining Unit	71	±1	12	20	41	23	4	±2	2.9	±0.1
DISABILITY										
No Disability	75	±1	8	18	44	25	5	±1	3.0	±0.1
Disability	75	±2	11	20	40	24	6	±3	3.0	±0.1
Targeted Disability	72	±3	12	19	42	20	8	±4	2.9	±0.1
Other Disability	76	±2	10	20	39	26	5	±3	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	77	±1	8	18	44	24	5	±2	3.0	±0.1
Veteran	73	±1	9	18	43	25	5	±2	3.0	±0.1
10 Point, 30%	75	±3	9	18	37	29	7	±4	3.1	±0.1
10 Point, Not 30%	74	±4	8	17	42	26	7	±5	3.1	±0.1
5 Point	74	±2	9	19	44	24	4	±2	3.0	±0.1
No Preference	68	±4	9	16	44	27	4	±5	3.0	±0.1
TYPE OF APPOINTMENT										
Permanent	77	±1	9	18	43	25	5	±1	3.0	±0.1
Non-Permanent	45	±4	5	15	39	29	12	±6	3.3	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	81	±2	9	20	43	24	4	±2	2.9	±0.1
FERS	75	±1	8	18	43	26	5	±2	3.0	±0.1
Other Plan	48	±4	8	16	47	20	9	±5	3.1	±0.1
Not Eligible	75	±1	8	19	44	24	5	±2	3.0	±0.1
Optional Eligible	75	±1	9	18	42	25	6	±2	3.0	±0.1
Discontinued Service	77	±2	9	19	43	24	5	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	59	±3	6	16	43	29	7	±4	3.2	±0.1
30 to 39 Years Old	67	±3	8	18	42	26	7	±3	3.1	±0.1
40 to 49 Years Old	77	±2	8	18	44	25	5	±2	3.0	±0.1
50 to 59 Years Old	80	±1	10	20	43	23	5	±2	2.9	±0.1
60 Years Old or More	79	±2	8	17	45	25	5	±3	3.0	±0.1
6 Months to 4 Years of Service	61	±3	6	15	42	28	8	±3	3.2	±0.1
5 to 10 Years of Service	66	±3	9	17	42	26	7	±3	3.1	±0.1
11 to 20 Years of Service	76	±2	9	18	44	24	5	±2	3.0	±0.1
21 to 30 Years of Service	80	±1	9	20	43	24	4	±2	3.0	±0.1
More Than 30 Years of Service	83	±2	9	18	44	24	5	±2	3.0	±0.1
GENDER & RACE/ETHNICITY										
Male	75	±1	9	19	44	24	5	±2	3.0	±0.1
Female	77	±2	8	18	42	26	6	±2	3.0	±0.1
Non-Hispanic White	77	±1	8	19	45	24	4	±2	3.0	±0.1
Total Minority	70	±2	9	16	38	28	9	±2	3.1	±0.1
Non-Hispanic Black	71	±2	9	17	35	30	9	±3	3.1	±0.1
Hispanic	68	±3	9	14	41	26	9	±4	3.1	±0.1
Non-Hispanic Asian	67	±3	6	12	39	33	10	±4	3.3	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...

g. Ensuring individual performance supports organizational mission effectiveness?

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
OVERALL AND COMPONENT										
Total DoD	76	±1	8	16	44	27	6	±1	3.1	±0.1
Army	73	±2	8	16	44	26	6	±2	3.1	±0.1
Navy	80	±2	7	15	44	28	5	±2	3.1	±0.1
Marine Corps	71	±5	6	19	38	31	5	±5	3.1	±0.1
Air Force	79	±2	9	15	44	26	5	±2	3.0	±0.1
DoD Agencies/Field Activities	73	±2	9	17	42	26	5	±3	3.0	±0.1
PAY PLAN/GRADE										
White Collar Total	80	±1	8	16	43	27	6	±1	3.1	±0.1
GS 1 to 4	51	±4	6	8	39	30	16	±5	3.4	±0.2
GS 5 to 8	73	±2	8	13	42	29	7	±2	3.1	±0.1
GS 9 to 12	84	±2	8	18	44	26	4	±2	3.0	±0.1
GS/GM 13 to 15	91	±2	7	17	44	27	5	±3	3.1	±0.1
SES	97	±2	2	9	30	51	8	±5	3.6	±0.1
Blue Collar Total	60	±2	11	17	41	25	6	±3	3.0	±0.1
WG 1 to 5	46	±6	8	13	43	25	11	±8	3.2	±0.2
WG 6 to 9	53	±4	11	18	37	27	7	±5	3.0	±0.2
WG 10 to 15	61	±3	14	17	45	19	5	±4	2.8	±0.1
WS/WL 1 to 19	72	±4	8	14	37	34	6	±5	3.2	±0.2
NSPS Pay Plans	97	±1	5	11	33	41	10	±3	3.4	±0.1
Demo/APS Pay Plans	80	±2	4	13	54	25	3	±3	3.1	±0.1
NSPS STATUS										
Spiral 1.1	97	±1	5	11	33	41	10	±3	3.4	±0.1
All Others	76	±1	8	16	44	27	6	±1	3.1	±0.1
OCCUPATIONAL GROUPS										
Professional	83	±2	7	17	46	26	4	±2	3.0	±0.1
Administrative	87	±2	7	16	44	27	5	±2	3.1	±0.1
Technical	72	±2	8	15	43	28	6	±2	3.1	±0.1
Clerical	69	±3	7	9	42	31	11	±3	3.3	±0.1
Other White Collar	70	±4	14	16	37	27	7	±5	3.0	±0.1
Blue Collar	60	±2	11	16	41	25	6	±3	3.0	±0.1
Scientists	86	±3	6	16	52	24	2	±4	3.0	±0.1
Engineers	86	±2	5	17	48	27	3	±3	3.0	±0.1
SUPERVISOR/MANAGER										
Supervisor	83	±2	7	12	42	32	7	±3	3.2	±0.1
Manager	87	±3	5	13	40	34	7	±4	3.3	±0.1
Wage Leader	67	±6	11	17	36	30	6	±8	3.0	±0.2
Wage Supervisor	68	±5	8	10	39	35	7	±7	3.2	±0.2
Team Leader	79	±3	7	17	45	26	5	±3	3.0	±0.1
Non-Supervisor	74	±1	9	16	44	25	5	±2	3.0	±0.1
EDUCATION										
No College	63	±2	7	12	43	30	8	±3	3.2	±0.1
Some College	73	±1	9	15	43	27	6	±2	3.1	±0.1
4-Year Degree	83	±2	7	17	45	26	5	±2	3.0	±0.1
Graduate/Professional Degree	85	±2	8	16	44	26	5	±2	3.0	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

75. Do you agree or disagree that NSPS will improve personnel processes for...
g. Ensuring individual performance supports organizational mission effectiveness?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Agreement	
SCHEDULE/LOCATION										
Full-Time	77	±1	8	16	44	27	5	±1	3.1	±0.1
Other Than Full-Time	38	±5	5	6	46	29	14	±7	3.4	±0.2
CONUS	77	±1	8	16	43	27	6	±1	3.1	±0.1
OCONUS	68	±3	9	16	45	24	6	±4	3.0	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	79	±1	6	15	45	29	6	±2	3.2	±0.1
In Bargaining Unit	72	±1	12	17	42	24	5	±2	2.9	±0.1
DISABILITY										
No Disability	76	±1	8	15	44	27	5	±1	3.1	±0.1
Disability	76	±2	10	17	40	26	7	±2	3.0	±0.1
Targeted Disability	74	±3	11	17	40	24	8	±4	3.0	±0.1
Other Disability	77	±2	10	17	40	27	6	±3	3.0	±0.1
VETERAN/PREFERENCE										
Non-Veteran	77	±1	8	16	44	27	6	±2	3.1	±0.1
Veteran	74	±1	8	16	43	27	6	±2	3.1	±0.1
10 Point, 30%	75	±3	9	16	37	30	8	±3	3.1	±0.1
10 Point, Not 30%	76	±4	7	15	44	27	7	±5	3.1	±0.1
5 Point	75	±2	8	16	45	26	5	±2	3.0	±0.1
No Preference	68	±4	9	14	46	26	5	±5	3.0	±0.1
TYPE OF APPOINTMENT										
Permanent	78	±1	8	16	44	27	5	±1	3.1	±0.1
Non-Permanent	45	±4	5	11	39	33	12	±6	3.4	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	82	±2	9	17	44	25	4	±2	3.0	±0.1
FERS	76	±1	8	15	43	28	6	±2	3.1	±0.1
Other Plan	48	±4	6	13	48	25	9	±5	3.2	±0.1
Not Eligible	76	±1	7	16	44	27	5	±2	3.1	±0.1
Optional Eligible	76	±1	9	15	43	27	6	±2	3.1	±0.1
Discontinued Service	77	±2	10	16	43	27	5	±3	3.0	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	59	±3	5	12	43	33	7	±4	3.2	±0.1
30 to 39 Years Old	67	±3	7	15	43	27	8	±3	3.1	±0.1
40 to 49 Years Old	78	±2	8	15	44	27	5	±2	3.1	±0.1
50 to 59 Years Old	81	±1	9	17	43	25	5	±2	3.0	±0.1
60 Years Old or More	80	±2	8	14	47	26	6	±3	3.1	±0.1
6 Months to 4 Years of Service	61	±3	5	13	42	32	8	±3	3.3	±0.1
5 to 10 Years of Service	67	±3	8	14	43	28	7	±3	3.1	±0.1
11 to 20 Years of Service	77	±2	8	15	44	26	6	±2	3.1	±0.1
21 to 30 Years of Service	81	±1	9	17	44	26	4	±2	3.0	±0.1
More Than 30 Years of Service	83	±2	8	16	45	26	5	±2	3.0	±0.1
GENDER & RACE/ETHNICITY										
Male	75	±1	8	16	44	26	5	±2	3.0	±0.1
Female	77	±2	8	15	42	28	7	±2	3.1	±0.1
Non-Hispanic White	78	±1	8	16	45	26	4	±2	3.0	±0.1
Total Minority	70	±2	8	14	39	30	9	±2	3.2	±0.1
Non-Hispanic Black	71	±2	8	14	37	32	9	±3	3.2	±0.1
Hispanic	68	±3	9	12	42	29	9	±4	3.2	±0.1
Non-Hispanic Asian	66	±3	6	11	38	33	12	±4	3.4	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

76. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?

1. Very negative
2. Negative
3. Neither positive nor negative
4. Positive
5. Very positive

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Impact	
OVERALL AND COMPONENT										
Total DoD	77	±1	11	23	36	25	4	±1	2.9	±0.1
Army	73	±2	10	22	38	25	4	±2	2.9	±0.1
Navy	80	±2	11	22	37	27	4	±2	2.9	±0.1
Marine Corps	72	±5	11	27	33	26	3	±5	2.8	±0.1
Air Force	80	±2	12	25	34	26	4	±2	2.8	±0.1
DoD Agencies/Field Activities	73	±2	13	27	34	23	4	±3	2.8	±0.1
PAY PLAN/GRADE										
White Collar Total	81	±1	11	24	36	26	4	±1	2.9	±0.1
GS 1 to 4	52	±4	7	17	33	34	9	±5	3.2	±0.1
GS 5 to 8	74	±2	11	22	36	26	5	±2	2.9	±0.1
GS 9 to 12	85	±2	12	26	35	24	3	±2	2.8	±0.1
GS/GM 13 to 15	92	±2	9	23	38	28	3	±3	2.9	±0.1
SES	98	±2	4	11	29	47	9	±5	3.5	±0.1
Blue Collar Total	60	±2	18	28	31	19	4	±3	2.6	±0.1
WG 1 to 5	47	±6	15	22	32	21	9	±8	2.9	±0.2
WG 6 to 9	54	±4	20	27	30	18	5	±5	2.6	±0.2
WG 10 to 15	61	±3	20	29	33	15	3	±4	2.5	±0.1
WS/WL 1 to 19	72	±4	11	26	31	28	4	±5	2.9	±0.2
NSPS Pay Plans	97	±1	7	18	35	34	6	±3	3.1	±0.1
Demo/APS Pay Plans	80	±2	3	12	49	30	4	±3	3.2	±0.1
NSPS STATUS										
Spiral 1.1	97	±1	7	18	35	34	6	±3	3.1	±0.1
All Others	76	±1	11	24	36	25	4	±1	2.9	±0.1
OCCUPATIONAL GROUPS										
Professional	83	±2	9	21	40	26	4	±2	2.9	±0.1
Administrative	88	±2	10	25	36	26	3	±2	2.9	±0.1
Technical	73	±2	11	23	36	25	5	±2	2.9	±0.1
Clerical	70	±3	7	18	37	32	7	±3	3.1	±0.1
Other White Collar	70	±4	18	22	32	23	5	±5	2.7	±0.1
Blue Collar	60	±2	17	27	31	20	4	±3	2.7	±0.1
Scientists	86	±3	9	18	45	25	3	±4	2.9	±0.1
Engineers	86	±2	6	17	43	30	3	±3	3.1	±0.1
SUPERVISOR/MANAGER										
Supervisor	84	±2	9	20	35	31	6	±3	3.0	±0.1
Manager	88	±3	7	19	34	34	6	±4	3.1	±0.1
Wage Leader	67	±6	17	23	32	22	6	±8	2.8	±0.2
Wage Supervisor	69	±5	8	26	31	32	4	±7	3.0	±0.2
Team Leader	81	±2	9	22	38	27	4	±3	2.9	±0.1
Non-Supervisor	74	±1	13	25	37	23	3	±1	2.8	±0.1
EDUCATION										
No College	63	±2	13	22	37	23	6	±3	2.9	±0.1
Some College	74	±1	13	25	34	24	4	±2	2.8	±0.1
4-Year Degree	83	±2	9	23	38	27	3	±2	2.9	±0.1
Graduate/Professional Degree	85	±2	10	21	37	27	4	±2	2.9	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

76. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?

	Percent Responding		Percentages 1	2	3	4	5	Max ME	Average Impact	
SCHEDULE/LOCATION										
Full-Time	78	±1	11	24	36	25	4	±1	2.9	±0.1
Other Than Full-Time	37	±5	5	14	37	35	8	±8	3.3	±0.2
CONUS	77	±1	11	23	36	25	4	±1	2.9	±0.1
OCONUS	69	±3	12	24	35	24	5	±4	2.9	±0.1
BARGAINING UNIT										
Not in Bargaining Unit	80	±1	8	21	38	29	5	±2	3.0	±0.1
In Bargaining Unit	73	±1	16	26	34	20	3	±2	2.7	±0.1
DISABILITY										
No Disability	77	±1	11	23	37	26	4	±1	2.9	±0.1
Disability	77	±2	14	27	31	23	4	±2	2.8	±0.1
Targeted Disability	74	±3	16	27	31	20	5	±4	2.7	±0.1
Other Disability	78	±2	14	26	32	24	4	±3	2.8	±0.1
VETERAN/PREFERENCE										
Non-Veteran	78	±1	11	22	37	26	4	±2	2.9	±0.1
Veteran	75	±1	12	25	34	25	4	±2	2.8	±0.1
10 Point, 30%	77	±3	11	26	30	27	5	±3	2.9	±0.1
10 Point, Not 30%	76	±4	13	23	32	26	6	±4	2.9	±0.1
5 Point	75	±2	12	25	35	24	3	±2	2.8	±0.1
No Preference	69	±4	12	21	39	25	4	±5	2.9	±0.1
TYPE OF APPOINTMENT										
Permanent	78	±1	12	24	36	25	4	±1	2.9	±0.1
Non-Permanent	46	±4	6	14	37	34	10	±6	3.3	±0.2
RETIREMENT PLAN/ELIGIBILITY										
CSRS	83	±2	13	25	37	22	3	±2	2.8	±0.1
FERS	76	±1	11	22	36	26	4	±2	2.9	±0.1
Other Plan	49	±4	9	25	36	26	6	±5	3.0	±0.1
Not Eligible	77	±1	10	22	37	26	4	±2	2.9	±0.1
Optional Eligible	76	±1	12	24	35	24	4	±2	2.8	±0.1
Discontinued Service	78	±2	14	26	34	23	3	±3	2.8	±0.1
AGE & LENGTH OF SERVICE										
29 Years Old or Less	59	±3	7	20	36	31	5	±4	3.1	±0.1
30 to 39 Years Old	68	±3	9	20	37	28	5	±3	3.0	±0.1
40 to 49 Years Old	78	±2	11	22	37	26	4	±2	2.9	±0.1
50 to 59 Years Old	82	±1	13	26	35	23	3	±2	2.8	±0.1
60 Years Old or More	81	±2	12	24	38	22	4	±3	2.8	±0.1
6 Months to 4 Years of Service	62	±3	8	19	34	33	6	±3	3.1	±0.1
5 to 10 Years of Service	67	±3	10	22	35	28	5	±3	2.9	±0.1
11 to 20 Years of Service	77	±2	11	22	37	25	4	±2	2.9	±0.1
21 to 30 Years of Service	82	±1	13	25	37	23	3	±2	2.8	±0.1
More Than 30 Years of Service	84	±2	12	26	35	23	3	±2	2.8	±0.1
GENDER & RACE/ETHNICITY										
Male	76	±1	12	24	35	25	4	±2	2.8	±0.1
Female	78	±2	10	23	37	26	4	±2	2.9	±0.1
Non-Hispanic White	79	±1	12	24	36	24	3	±1	2.8	±0.1
Total Minority	71	±2	10	21	36	27	6	±2	3.0	±0.1
Non-Hispanic Black	73	±2	10	24	34	27	5	±3	2.9	±0.1
Hispanic	69	±3	11	18	37	27	7	±4	3.0	±0.1
Non-Hispanic Asian	67	±3	7	15	38	33	7	±4	3.2	±0.1

Note. Percent responding are Civilian employees who answered the question and had heard of NSPS (Q69).

.. Has your organization been identified for...

a. BRAC realignment/relocation?

1. Yes 2. No 3. Don't know

	Percent Responding		Percentages 1	2	3	Max ME	Percentage Reporting Yes	
OVERALL AND COMPONENT								
Total DoD	97	±1	26	61	14	±1	26.0	±1.0
Army	96	±1	27	57	16	±2	27.0	±2.0
Navy	97	±1	27	62	12	±2	27.0	±2.0
Marine Corps	96	±3	28	59	14	±5	28.0	±5.0
Air Force	97	±1	23	66	11	±2	23.0	±2.0
DoD Agencies/Field Activities	97	±1	24	60	16	±3	24.0	±2.0
PAY PLAN/GRADE								
White Collar Total	97	±1	25	63	12	±1	25.0	±1.0
GS 1 to 4	95	±2	18	43	38	±5	18.0	±4.0
GS 5 to 8	95	±1	26	55	19	±2	26.0	±2.0
GS 9 to 12	97	±1	24	67	9	±2	24.0	±2.0
GS/GM 13 to 15	98	±1	28	69	3	±3	28.0	±3.0
SES	98	±2	41	59	1	±5	41.0	±5.0
Blue Collar Total	96	±1	26	52	22	±2	26.0	±2.0
WG 1 to 5	97	±2	22	42	36	±6	22.0	±5.0
WG 6 to 9	94	±2	26	46	28	±4	26.0	±4.0
WG 10 to 15	97	±1	27	55	18	±3	27.0	±3.0
WS/WL 1 to 19	97	±2	24	59	16	±5	24.0	±4.0
NSPS Pay Plans	98	±1	14	80	6	±2	14.0	±2.0
Demo/APS Pay Plans	98	±1	35	59	6	±2	35.0	±2.0
NSPS STATUS								
Spiral 1.1	98	±1	14	80	6	±2	14.0	±2.0
All Others	97	±1	26	60	14	±1	26.0	±1.0
OCCUPATIONAL GROUPS								
Professional	98	±1	24	68	9	±2	24.0	±2.0
Administrative	97	±1	27	67	6	±2	27.0	±2.0
Technical	96	±1	26	56	17	±2	26.0	±2.0
Clerical	95	±2	22	53	25	±3	22.0	±2.0
Other White Collar	97	±2	28	54	18	±4	28.0	±4.0
Blue Collar	96	±1	26	52	22	±2	26.0	±2.0
Scientists	98	±1	19	75	6	±4	19.0	±3.0
Engineers	98	±1	24	71	5	±3	24.0	±2.0
SUPERVISOR/MANAGER								
Supervisor	96	±1	25	64	10	±3	25.0	±3.0
Manager	96	±2	31	64	5	±4	31.0	±4.0
Wage Leader	96	±3	22	57	21	±7	22.0	±6.0
Wage Supervisor	95	±3	26	59	15	±6	26.0	±5.0
Team Leader	97	±1	28	63	9	±3	28.0	±3.0
Non-Supervisor	97	±1	25	60	16	±1	25.0	±1.0
EDUCATION								
No College	96	±1	24	52	24	±3	24.0	±2.0
Some College	96	±1	26	58	16	±2	26.0	±2.0
4-Year Degree	98	±1	25	66	9	±2	25.0	±2.0
Graduate/Professional Degree	97	±1	25	67	7	±2	25.0	±2.0

Note. Percent responding are Civilian employees who answered the question.

77. Has your organization been identified for...

a. BRAC realignment/relocation?

	Percent Responding		Percentages 1	2	3	Max ME	Percentage Reporting Yes	
SCHEDULE/LOCATION								
Full-Time	97	±1	26	61	13	±1	26.0	±1.0
Other Than Full-Time	95	±3	14	41	44	±6	14.0	±4.0
CONUS	97	±1	26	61	13	±1	26.0	±1.0
OCONUS	96	±2	17	60	23	±3	17.0	±3.0
BARGAINING UNIT								
Not in Bargaining Unit	97	±1	25	64	11	±2	25.0	±1.0
In Bargaining Unit	96	±1	26	57	17	±2	26.0	±1.0
DISABILITY								
No Disability	97	±1	25	61	13	±1	25.0	±1.0
Disability	96	±1	27	57	15	±2	27.0	±2.0
Targeted Disability	96	±2	26	57	18	±4	26.0	±3.0
Other Disability	96	±1	28	58	14	±3	28.0	±3.0
VETERAN/PREFERENCE								
Non-Veteran	97	±1	25	60	15	±2	25.0	±1.0
Veteran	97	±1	26	61	12	±2	26.0	±2.0
10 Point, 30%	97	±1	26	60	14	±3	26.0	±3.0
10 Point, Not 30%	97	±1	24	64	12	±4	24.0	±4.0
5 Point	97	±1	27	61	12	±2	27.0	±2.0
No Preference	97	±2	24	63	13	±4	24.0	±4.0
TYPE OF APPOINTMENT								
Permanent	97	±1	26	62	13	±1	26.0	±1.0
Non-Permanent	94	±3	21	43	35	±4	21.0	±4.0
RETIREMENT PLAN/ELIGIBILITY								
CSRS	97	±1	26	62	11	±2	26.0	±2.0
FERS	97	±1	26	61	13	±1	26.0	±1.0
Other Plan	93	±3	20	50	31	±4	20.0	±3.0
Not Eligible	97	±1	25	62	13	±2	25.0	±2.0
Optional Eligible	97	±1	25	60	15	±2	25.0	±2.0
Discontinued Service	97	±2	29	59	12	±3	29.0	±2.0
AGE & LENGTH OF SERVICE								
29 Years Old or Less	96	±2	24	51	25	±3	24.0	±3.0
30 to 39 Years Old	96	±1	26	57	17	±3	26.0	±3.0
40 to 49 Years Old	97	±1	26	62	12	±2	26.0	±2.0
50 to 59 Years Old	97	±1	25	63	12	±2	25.0	±2.0
60 Years Old or More	97	±1	26	61	13	±3	26.0	±2.0
6 Months to 4 Years of Service	96	±1	25	51	25	±3	25.0	±3.0
5 to 10 Years of Service	96	±1	23	58	19	±3	23.0	±2.0
11 to 20 Years of Service	97	±1	25	63	12	±2	25.0	±2.0
21 to 30 Years of Service	97	±1	27	63	10	±2	27.0	±2.0
More Than 30 Years of Service	97	±1	26	64	9	±2	26.0	±2.0
GENDER & RACE/ETHNICITY								
Male	97	±1	26	62	13	±1	26.0	±1.0
Female	96	±1	25	59	16	±2	25.0	±2.0
Non-Hispanic White	97	±1	25	64	11	±1	25.0	±1.0
Total Minority	95	±1	27	53	20	±2	27.0	±2.0
Non-Hispanic Black	94	±1	28	52	20	±2	28.0	±2.0
Hispanic	96	±2	25	55	20	±3	25.0	±3.0
Non-Hispanic Asian	96	±2	26	53	21	±4	26.0	±3.0

Note. Percent responding are Civilian employees who answered the question.

77. Has your organization been identified for...
b. Base closure?

1. Yes 2. No 3. Don't know

	Percent Responding		Percentages 1	2	3	Max ME	Percentage Reporting Yes	
OVERALL AND COMPONENT								
Total DoD	95	±1	8	82	10	±1	8.0	±1.0
Army	95	±1	10	78	12	±2	10.0	±1.0
Navy	96	±1	7	83	10	±2	7.0	±1.0
Marine Corps	95	±3	6	83	12	±4	6.0	±3.0
Air Force	96	±1	5	87	7	±1	5.0	±1.0
DoD Agencies/Field Activities	95	±1	10	80	11	±2	10.0	±2.0
PAY PLAN/GRADE								
White Collar Total	95	±1	8	83	9	±1	8.0	±1.0
GS 1 to 4	94	±2	8	64	28	±5	8.0	±3.0
GS 5 to 8	94	±1	10	76	14	±2	10.0	±1.0
GS 9 to 12	96	±1	7	86	6	±1	7.0	±1.0
GS/GM 13 to 15	97	±1	7	91	2	±2	7.0	±2.0
SES	96	±3	7	93	0	±3	7.0	±3.0
Blue Collar Total	95	±1	8	74	17	±2	8.0	±2.0
WG 1 to 5	95	±2	10	64	26	±6	10.0	±4.0
WG 6 to 9	93	±2	9	69	21	±4	9.0	±3.0
WG 10 to 15	95	±2	7	78	15	±3	7.0	±2.0
WS/WL 1 to 19	96	±2	9	79	12	±4	9.0	±3.0
NSPS Pay Plans	97	±1	3	92	5	±2	3.0	±1.0
Demo/APS Pay Plans	97	±1	5	90	6	±2	5.0	±1.0
NSPS STATUS								
Spiral 1.1	97	±1	3	92	5	±2	3.0	±1.0
All Others	95	±1	8	82	10	±1	8.0	±1.0
OCCUPATIONAL GROUPS								
Professional	97	±1	7	88	5	±2	7.0	±1.0
Administrative	96	±1	7	88	5	±2	7.0	±1.0
Technical	94	±1	9	79	13	±2	9.0	±1.0
Clerical	94	±2	8	74	18	±3	8.0	±2.0
Other White Collar	95	±2	12	75	13	±4	12.0	±3.0
Blue Collar	95	±1	8	75	17	±2	8.0	±2.0
Scientists	97	±2	3	93	4	±3	3.0	±2.0
Engineers	97	±1	4	91	4	±2	4.0	±1.0
SUPERVISOR/MANAGER								
Supervisor	95	±1	7	85	8	±2	7.0	±2.0
Manager	95	±2	7	89	4	±3	7.0	±2.0
Wage Leader	94	±3	10	74	16	±6	10.0	±5.0
Wage Supervisor	93	±3	7	85	9	±5	7.0	±4.0
Team Leader	96	±1	8	85	7	±2	8.0	±2.0
Non-Supervisor	95	±1	8	81	11	±1	8.0	±1.0
EDUCATION								
No College	93	±2	10	71	18	±2	10.0	±2.0
Some College	95	±1	8	80	12	±1	8.0	±1.0
4-Year Degree	97	±1	6	87	6	±2	6.0	±1.0
Graduate/Professional Degree	97	±1	8	88	5	±2	8.0	±2.0

Note. Percent responding are Civilian employees who answered the question.

77. Has your organization been identified for...
b. Base closure?

	Percent Responding		Percentages 1	2	3	Max ME	Percentage Reporting Yes	
SCHEDULE/LOCATION								
Full-Time	95	±1	8	83	10	±1	8.0	±1.0
Other Than Full-Time	94	±3	9	62	30	±6	9.0	±4.0
CONUS	95	±1	7	83	10	±1	7.0	±1.0
OCONUS	96	±2	14	71	15	±3	14.0	±3.0
BARGAINING UNIT								
Not in Bargaining Unit	96	±1	7	85	8	±1	7.0	±1.0
In Bargaining Unit	95	±1	9	78	13	±1	9.0	±1.0
DISABILITY								
No Disability	95	±1	8	82	10	±1	8.0	±1.0
Disability	95	±1	8	81	11	±2	8.0	±1.0
Targeted Disability	94	±2	8	79	13	±3	8.0	±2.0
Other Disability	95	±1	8	82	10	±2	8.0	±2.0
VETERAN/PREFERENCE								
Non-Veteran	95	±1	8	81	11	±1	8.0	±1.0
Veteran	95	±1	8	83	9	±1	8.0	±1.0
10 Point, 30%	96	±1	6	84	9	±3	6.0	±2.0
10 Point, Not 30%	96	±2	7	85	8	±3	7.0	±2.0
5 Point	95	±1	9	82	9	±2	9.0	±1.0
No Preference	96	±2	6	86	9	±3	6.0	±2.0
TYPE OF APPOINTMENT								
Permanent	95	±1	8	83	9	±1	8.0	±1.0
Non-Permanent	94	±3	8	66	26	±4	8.0	±3.0
RETIREMENT PLAN/ELIGIBILITY								
CSRS	95	±1	9	83	8	±2	9.0	±1.0
FERS	96	±1	7	83	10	±1	7.0	±1.0
Other Plan	93	±3	9	68	23	±4	9.0	±3.0
Not Eligible	96	±1	7	83	10	±1	7.0	±1.0
Optional Eligible	95	±1	8	81	11	±1	8.0	±1.0
Discontinued Service	95	±2	10	81	9	±2	10.0	±2.0
AGE & LENGTH OF SERVICE								
29 Years Old or Less	96	±2	7	72	20	±3	7.0	±2.0
30 to 39 Years Old	95	±1	8	80	12	±2	8.0	±2.0
40 to 49 Years Old	96	±1	7	84	9	±2	7.0	±1.0
50 to 59 Years Old	95	±1	8	83	9	±1	8.0	±1.0
60 Years Old or More	95	±1	10	81	9	±2	10.0	±2.0
6 Months to 4 Years of Service	96	±1	9	73	18	±3	9.0	±2.0
5 to 10 Years of Service	95	±1	8	79	13	±2	8.0	±2.0
11 to 20 Years of Service	96	±1	7	84	9	±2	7.0	±1.0
21 to 30 Years of Service	95	±1	8	84	8	±1	8.0	±1.0
More Than 30 Years of Service	96	±1	8	85	7	±2	8.0	±2.0
GENDER & RACE/ETHNICITY								
Male	96	±1	8	83	10	±1	8.0	±1.0
Female	95	±1	8	80	11	±1	8.0	±1.0
Non-Hispanic White	96	±1	7	85	8	±1	7.0	±1.0
Total Minority	94	±1	10	75	16	±2	10.0	±1.0
Non-Hispanic Black	93	±1	10	75	15	±2	10.0	±2.0
Hispanic	94	±2	8	77	15	±3	8.0	±2.0
Non-Hispanic Asian	95	±2	11	71	18	±3	11.0	±3.0

Note. Percent responding are Civilian employees who answered the question.

77. Has your organization been identified for...

c. A-76/competitive sourcing?

1. Yes 2. No 3. Don't know

	Percent Responding		Percentages 1	2	3	Max ME	Percentage Reporting Yes	
OVERALL AND COMPONENT								
Total DoD	96	±1	14	42	44	±1	14.0	±1.0
Army	95	±1	14	40	46	±2	14.0	±1.0
Navy	96	±1	14	41	45	±2	14.0	±2.0
Marine Corps	96	±2	23	40	36	±5	23.0	±5.0
Air Force	96	±1	12	46	42	±2	12.0	±1.0
DoD Agencies/Field Activities	96	±1	17	43	40	±3	17.0	±3.0
PAY PLAN/GRADE								
White Collar Total	96	±1	14	46	40	±1	14.0	±1.0
GS 1 to 4	95	±2	7	27	67	±4	7.0	±2.0
GS 5 to 8	94	±1	12	35	53	±2	12.0	±1.0
GS 9 to 12	96	±1	16	46	37	±2	16.0	±2.0
GS/GM 13 to 15	97	±1	14	64	22	±3	14.0	±3.0
SES	96	±3	16	80	4	±4	16.0	±4.0
Blue Collar Total	96	±1	16	27	58	±2	16.0	±2.0
WG 1 to 5	96	±2	16	24	60	±6	16.0	±4.0
WG 6 to 9	95	±2	19	23	58	±4	19.0	±4.0
WG 10 to 15	96	±2	12	28	60	±3	12.0	±3.0
WS/WL 1 to 19	97	±2	21	30	50	±5	21.0	±4.0
NSPS Pay Plans	97	±1	5	71	24	±2	5.0	±1.0
Demo/APS Pay Plans	97	±1	9	49	42	±2	9.0	±2.0
NSPS STATUS								
Spiral 1.1	97	±1	5	71	24	±2	5.0	±1.0
All Others	96	±1	14	42	44	±1	14.0	±1.0
OCCUPATIONAL GROUPS								
Professional	97	±1	11	52	37	±2	11.0	±1.0
Administrative	96	±1	16	53	31	±2	16.0	±2.0
Technical	94	±1	14	35	51	±2	14.0	±1.0
Clerical	94	±2	11	33	56	±3	11.0	±2.0
Other White Collar	95	±2	10	34	56	±4	10.0	±3.0
Blue Collar	96	±1	16	27	57	±2	16.0	±2.0
Scientists	97	±2	20	45	35	±4	20.0	±4.0
Engineers	97	±1	12	52	36	±3	12.0	±2.0
SUPERVISOR/MANAGER								
Supervisor	96	±1	15	51	34	±3	15.0	±2.0
Manager	95	±2	21	56	23	±4	21.0	±4.0
Wage Leader	95	±3	15	29	56	±7	15.0	±5.0
Wage Supervisor	93	±3	16	35	48	±6	16.0	±5.0
Team Leader	96	±1	13	51	36	±3	13.0	±2.0
Non-Supervisor	96	±1	13	39	48	±1	13.0	±1.0
EDUCATION								
No College	94	±2	15	29	55	±3	15.0	±2.0
Some College	95	±1	15	37	48	±2	15.0	±1.0
4-Year Degree	97	±1	13	50	37	±2	13.0	±2.0
Graduate/Professional Degree	96	±1	11	56	33	±2	11.0	±2.0

Note. Percent responding are Civilian employees who answered the question.

77. Has your organization been identified for...
c. A-76/competitive sourcing?

	Percent Responding		Percentages 1	2	3	Max ME	Percentage Reporting Yes	
SCHEDULE/LOCATION								
Full-Time	96	±1	14	43	43	±1	14.0	±1.0
Other Than Full-Time	94	±3	4	27	68	±5	4.0	±3.0
CONUS	96	±1	15	42	43	±1	15.0	±1.0
OCONUS	96	±2	9	40	51	±4	9.0	±2.0
BARGAINING UNIT								
Not in Bargaining Unit	96	±1	14	48	38	±2	14.0	±1.0
In Bargaining Unit	95	±1	14	35	51	±2	14.0	±1.0
DISABILITY								
No Disability	96	±1	14	43	43	±1	14.0	±1.0
Disability	95	±1	16	39	45	±2	16.0	±2.0
Targeted Disability	96	±2	18	35	47	±4	18.0	±3.0
Other Disability	95	±1	15	41	44	±3	15.0	±2.0
VETERAN/PREFERENCE								
Non-Veteran	96	±1	14	42	44	±2	14.0	±1.0
Veteran	96	±1	14	43	43	±2	14.0	±1.0
10 Point, 30%	96	±1	13	45	42	±3	13.0	±2.0
10 Point, Not 30%	96	±2	16	43	41	±4	16.0	±3.0
5 Point	96	±1	16	41	44	±2	16.0	±2.0
No Preference	96	±2	9	47	44	±4	9.0	±3.0
TYPE OF APPOINTMENT								
Permanent	96	±1	14	43	43	±1	14.0	±1.0
Non-Permanent	94	±3	6	27	67	±4	6.0	±2.0
RETIREMENT PLAN/ELIGIBILITY								
CSRS	96	±1	18	45	37	±2	18.0	±2.0
FERS	96	±1	13	42	45	±1	13.0	±1.0
Other Plan	93	±3	10	32	58	±4	10.0	±3.0
Not Eligible	96	±1	13	44	42	±2	13.0	±1.0
Optional Eligible	96	±1	15	40	45	±2	15.0	±1.0
Discontinued Service	96	±2	15	42	43	±3	15.0	±2.0
AGE & LENGTH OF SERVICE								
29 Years Old or Less	96	±2	5	34	60	±3	5.0	±2.0
30 to 39 Years Old	95	±1	10	41	49	±3	10.0	±2.0
40 to 49 Years Old	96	±1	14	44	42	±2	14.0	±1.0
50 to 59 Years Old	96	±1	18	44	39	±2	18.0	±2.0
60 Years Old or More	95	±1	17	39	45	±3	17.0	±2.0
6 Months to 4 Years of Service	95	±2	6	33	61	±3	6.0	±2.0
5 to 10 Years of Service	95	±1	10	37	53	±3	10.0	±2.0
11 to 20 Years of Service	96	±1	13	43	43	±2	13.0	±2.0
21 to 30 Years of Service	96	±1	17	45	38	±2	17.0	±2.0
More Than 30 Years of Service	96	±1	19	46	35	±2	19.0	±2.0
GENDER & RACE/ETHNICITY								
Male	96	±1	15	42	43	±1	15.0	±1.0
Female	95	±1	12	43	45	±2	12.0	±1.0
Non-Hispanic White	96	±1	14	45	41	±1	14.0	±1.0
Total Minority	94	±1	14	35	51	±2	14.0	±1.0
Non-Hispanic Black	93	±1	15	35	49	±2	15.0	±2.0
Hispanic	95	±2	15	36	49	±3	15.0	±3.0
Non-Hispanic Asian	95	±2	11	34	55	±4	11.0	±2.0

Note. Percent responding are Civilian employees who answered the question.

77. Has your organization been identified for...

d. Other structural change?

1. Yes 2. No 3. Don't know

	Percent Responding		Percentages 1	2	3	Max ME	Percentage Reporting Yes	
OVERALL AND COMPONENT								
Total DoD	95	±1	18	34	48	±1	18.0	±1.0
Army	95	±1	18	33	49	±2	18.0	±2.0
Navy	96	±1	17	34	49	±2	17.0	±2.0
Marine Corps	95	±3	15	34	51	±5	15.0	±4.0
Air Force	96	±1	19	36	45	±2	19.0	±2.0
DoD Agencies/Field Activities	95	±1	19	35	46	±3	19.0	±3.0
PAY PLAN/GRADE								
White Collar Total	96	±1	19	36	45	±1	19.0	±1.0
GS 1 to 4	95	±2	13	24	63	±4	13.0	±3.0
GS 5 to 8	94	±1	18	29	54	±2	18.0	±2.0
GS 9 to 12	96	±1	20	36	44	±2	20.0	±2.0
GS/GM 13 to 15	96	±1	23	49	29	±3	23.0	±3.0
SES	95	±3	21	72	6	±5	21.0	±4.0
Blue Collar Total	95	±1	16	25	59	±2	16.0	±2.0
WG 1 to 5	95	±2	12	23	65	±6	12.0	±5.0
WG 6 to 9	94	±2	16	22	62	±4	16.0	±3.0
WG 10 to 15	95	±2	16	25	59	±3	16.0	±3.0
WS/WL 1 to 19	95	±2	18	29	53	±5	18.0	±4.0
NSPS Pay Plans	97	±1	11	58	31	±3	11.0	±2.0
Demo/APS Pay Plans	97	±1	13	42	46	±2	13.0	±2.0
NSPS STATUS								
Spiral 1.1	97	±1	11	58	31	±3	11.0	±2.0
All Others	95	±1	18	34	48	±1	18.0	±1.0
OCCUPATIONAL GROUPS								
Professional	97	±1	16	43	41	±2	16.0	±2.0
Administrative	96	±1	22	40	38	±2	22.0	±2.0
Technical	95	±1	18	29	53	±2	18.0	±2.0
Clerical	94	±2	15	28	56	±3	15.0	±2.0
Other White Collar	96	±2	15	28	57	±4	15.0	±3.0
Blue Collar	95	±1	16	25	59	±2	16.0	±2.0
Scientists	96	±2	13	44	43	±4	13.0	±3.0
Engineers	97	±1	14	45	41	±3	14.0	±2.0
SUPERVISOR/MANAGER								
Supervisor	95	±1	21	40	39	±3	21.0	±3.0
Manager	95	±2	26	45	29	±4	26.0	±4.0
Wage Leader	95	±3	15	27	58	±7	15.0	±6.0
Wage Supervisor	91	±4	22	31	46	±6	22.0	±6.0
Team Leader	96	±1	19	39	41	±3	19.0	±2.0
Non-Supervisor	96	±1	17	32	51	±1	17.0	±1.0
EDUCATION								
No College	94	±2	15	26	59	±3	15.0	±2.0
Some College	95	±1	18	30	52	±2	18.0	±1.0
4-Year Degree	97	±1	19	40	41	±2	19.0	±2.0
Graduate/Professional Degree	96	±1	19	44	37	±2	19.0	±2.0

Note. Percent responding are Civilian employees who answered the question.

77. Has your organization been identified for...
d. Other structural change?

	Percent Responding		Percentages 1	2	3	Max ME	Percentage Reporting Yes	
SCHEDULE/LOCATION								
Full-Time	96	±1	18	35	47	±1	18.0	±1.0
Other Than Full-Time	94	±3	13	24	62	±6	13.0	±5.0
CONUS	95	±1	18	35	48	±1	18.0	±1.0
OCONUS	95	±2	23	29	48	±3	23.0	±3.0
BARGAINING UNIT								
Not in Bargaining Unit	96	±1	19	39	42	±2	19.0	±1.0
In Bargaining Unit	95	±1	17	28	54	±2	17.0	±1.0
DISABILITY								
No Disability	96	±1	18	35	47	±1	18.0	±1.0
Disability	95	±1	20	30	50	±2	20.0	±2.0
Targeted Disability	95	±2	23	28	50	±4	23.0	±4.0
Other Disability	95	±1	19	30	51	±3	19.0	±2.0
VETERAN/PREFERENCE								
Non-Veteran	95	±1	17	34	49	±2	17.0	±1.0
Veteran	96	±1	19	34	46	±2	19.0	±2.0
10 Point, 30%	95	±2	20	35	44	±3	20.0	±3.0
10 Point, Not 30%	96	±2	21	32	47	±4	21.0	±4.0
5 Point	95	±1	19	34	47	±2	19.0	±2.0
No Preference	97	±2	18	36	46	±4	18.0	±3.0
TYPE OF APPOINTMENT								
Permanent	96	±1	18	35	47	±1	18.0	±1.0
Non-Permanent	94	±2	15	23	62	±4	15.0	±4.0
RETIREMENT PLAN/ELIGIBILITY								
CSRS	95	±1	20	35	45	±2	20.0	±2.0
FERS	96	±1	18	35	48	±1	18.0	±1.0
Other Plan	93	±3	16	26	58	±4	16.0	±4.0
Not Eligible	96	±1	17	37	46	±2	17.0	±1.0
Optional Eligible	95	±1	19	32	50	±2	19.0	±1.0
Discontinued Service	95	±2	20	33	47	±3	20.0	±2.0
AGE & LENGTH OF SERVICE								
29 Years Old or Less	96	±2	14	30	57	±3	14.0	±3.0
30 to 39 Years Old	95	±1	15	36	49	±3	15.0	±2.0
40 to 49 Years Old	96	±1	19	36	45	±2	19.0	±2.0
50 to 59 Years Old	95	±1	20	34	46	±2	20.0	±2.0
60 Years Old or More	95	±1	18	31	51	±3	18.0	±2.0
6 Months to 4 Years of Service	95	±2	12	29	58	±3	12.0	±2.0
5 to 10 Years of Service	95	±1	16	31	53	±3	16.0	±2.0
11 to 20 Years of Service	96	±1	19	35	46	±2	19.0	±2.0
21 to 30 Years of Service	95	±1	19	36	45	±2	19.0	±2.0
More Than 30 Years of Service	96	±1	21	36	43	±2	21.0	±2.0
GENDER & RACE/ETHNICITY								
Male	96	±1	18	35	47	±1	18.0	±1.0
Female	95	±1	19	33	48	±2	19.0	±2.0
Non-Hispanic White	96	±1	18	37	45	±1	18.0	±1.0
Total Minority	94	±1	18	28	54	±2	18.0	±2.0
Non-Hispanic Black	93	±2	19	28	53	±2	19.0	±2.0
Hispanic	95	±2	18	30	53	±3	18.0	±3.0
Non-Hispanic Asian	96	±2	15	27	58	±4	15.0	±3.0

Note. Percent responding are Civilian employees who answered the question.

Survey Instrument

DMDC

Human Resources Strategic Assessment Program (HRSAP)

Information and Technology for Better Decision Making

- You have reached the redirect page for Department of Defense Human Resources Strategic Assessment Program (HRSAP) surveys. You will be redirected to our contractor's web site (a secure .com site run by Data Recognition Corporation) to participate in the survey.
- Please enter your Ticket Number below, then click the Continue button to access your survey.

Continue

- If you are not automatically transferred, click on the link below:

http://www.dodsurvey.net

Certification

Authorities: 10 USC 1782

Sponsor: Office of the Under Secretary of Defense for Personnel and Readiness

Report Control Number: DD-P&R(AR) 2145

Contract: M67004-99-0001

Survey Results: http: www.dmdc.osd.mil surveys

May 2006 Status of Forces Survey of DoD Civilian Employees

Security Protection Advisory

RCS#DD-P&R(AR)2145
Exp. 05/31/08

Welcome!

Thank you for your participation. You have been selected to take a survey on your attitudes and perceptions of personnel policies. When you click the Continue button below, you will be asked to:

- Read the Privacy Act and Informed Consent Statement.
- Answer some questions giving us your attitudes and opinions about military life.

Thank you, again, for your time and participation.

Frequently Asked Questions / How to Contact Us

PRIVACY ACT STATEMENT & INFORMED CONSENT INFORMATION FOR STATUS OF FORCES SURVEYS

In accordance with the Privacy Act, this notice informs you of the purpose of the Status of Forces Surveys and how the findings of these surveys will be used. It also provides information about the Privacy Act and about informed consent. Please read it carefully.

AUTHORITY: 10 United States Code, Sections 136, 1782, and 2358.

PRINCIPAL PURPOSE: Information collected in this survey will be used to research attitudes and perceptions about personnel programs and policies. This information will assist in the formulation of policies which may be needed to improve the working environment. Reports will be provided to the Office of the Secretary of Defense, each Military Department, and the Joint Chiefs of Staff. Findings will be used in reports and testimony provided to Congress. Some findings may be published by the Defense Manpower Data Center (DMDC) or in professional journals, or presented at conferences, symposia, and scientific meetings. In no case will the data be reported or used for identifiable individuals. Briefings and reports on results from these surveys will be posted on the following Web site: http://www.dmdc.osd.mil/surveys/

ROUTINE USES: None.

DISCLOSURE: Providing information on this survey is voluntary. Most people take 16-30 minutes to complete the survey. There is no penalty if you choose not to respond. However, maximum participation is encouraged so that the data will be complete and representative. Your survey responses will be treated as confidential. Identifying information will be used only by government and contractor staff engaged in, and for purposes of, the survey research. For example, the research oversight office of the Under Secretary of Defense (Personnel and Readiness) and representatives of the U.S. Army Medical Research and Materiel Command are eligible to review research records as a part of their responsibility to protect human subjects in research. This survey is being conducted for research purposes. However, if a direct threat to harm yourself or others is found in survey comments or communications about the survey, DMDC is legally required to forward information about that threat to an office in your area for appropriate action.

SURVEY ELIGIBILITY AND POTENTIAL BENEFITS: DMDC uses well-established, scientific procedures to select a sample that represents the Defense community. This sampling procedure sets up clusters of people based on combinations of demographic characteristics (e.g., location, gender). You were selected at random from one of these clusters of people. This is your chance to be heard on issues that directly affect you. While there is no benefit just for you for your individual participation, your answers on a survey ***make a difference***. For example, results from previous surveys have played an important role in deliberations on pay rate adjustments, cost of living and housing allowances, and morale and retention programs.

STATEMENT OF RISK: The data collection procedures are not expected to involve any risk or discomfort to you. The only risk to you is accidental or unintentional disclosure of the data you provide. However, the government and its contractors have a number of policies and procedures to ensure that survey data are safe and protected. For example, no identifying information (name, address, Social Security Number) is ever stored in the same file as answers to survey questions. Answers to survey questions may be shared with organizations doing research on DoD personnel but only after minimizing detailed demographic data (for example, paygrade and detailed location information) that could possibly be used to identify an individual. A confidentiality analysis is performed to reduce the risk of there being a combination of demographic variables that can single out an individual. To further minimize this risk, some variables are randomly set to missing. Government and contractor staff members have been trained to protect client identity and are subject to civil penalties for violating your confidentiality.

If you cannot access the Web or experience any other problem with the survey, please e-mail CIVSurvey@osd.pentagon.mil or leave a message any time, toll-free, at 1-800-881-5307. If you have concerns about your rights as a research participant, please contact Ms. Caroline Miner, Human Subjects Protections Specialist, Deployment Health Support Division, 5113 Leesburg Pike, Skyline 4, Suite 403, Falls Church, VA 22041, humansubjects@deploymenthealth.osd.mil, (703) 575-2677, Fax (703) 824-4216..

SECURITY PROTECTION ADVISORY

WEB SITE PRIVACY: Neither the Department of Defense nor Data Recognition Corporation will collect personal information about you when you visit this Web site unless you choose to provide it yourself. If you supply us with personal information, it will be treated as confidential.

In addition, our system does not enable "cookies," which are files placed on your computer's hard drive in order to monitor your use of the site or the Web. For more information about your privacy rights, please read the Privacy Act Statement at the start of the survey.

This Web site does gather certain data from your visit but does not store it in a way that it can be linked to you. This non-personal information helps us make the site more useful by recognizing the types of technology being used. The data collected appear below:

1. The Internet Protocol (IP) address for the computer and the server being used on the Internet (for example, www.compuserve.com, www.aol.com, 122.3.55.34). Depending on your Internet service provider, IP addresses may identify your computer; in other cases, they identify no more than your Internet service provider (such as AOL or Earthlink).
2. The type and version of the browser and operating system used to access our site.
3. The date and time this site was accessed.
4. Number of bytes sent and number received.
5. The pages visited.

This information is stored permanently for troubleshooting technical problems and for future capacity planning. It cannot be linked to any survey response data and resides in a completely different database. It may be shared with DoD as required for troubleshooting connections from DoD computers.

None of this information will be revealed publicly or used to identify you

HOW TO CONTACT US

If you have questions or concerns about this survey, you have three ways to contact the Survey Operations Center:

- Call 1-800-881-5307
  Or
- E-mail us using the following link: CIVSurvey@osd.pentagon.mil
  Or
- Send us a fax at 1-763-268-3011

FREQUENTLY ASKED QUESTIONS

What is the Status of Forces Survey (SOFS) Program?

- SOFS is a Department of Defense (DoD) personnel survey program that features short, Web-based surveys sponsored by the Under Secretary of Defense for Personnel and Readiness USD(P&R).
- These surveys enable the DoD on a regular basis to quickly and accurately gauge the attitudes and opinions of the entire DoD community – active-duty or Reserve component members, and DoD civilian employees – on the full range of personnel issues.

Why should I participate?

- This is your chance to be heard on issues that directly affect you.
- Some examples of topics include: quality of life, retention, retirement, and satisfaction.
- Your answers on a survey make a difference. For example, results from previous surveys have played an important role in deliberations on pay rate adjustments, cost of living and housing allowances, and morale and retention programs.

How did you pick me?

- We use well-established, scientific procedures to select a sample that represents the Defense community.
- This sampling procedure sets up clusters of people based on combinations of demographic characteristics (e.g., location, gender)
- You were selected at random from one of these clusters of people.

Why am I being asked to use the Web?

- Web administration enables us to get survey results to senior Defense leaders faster.

Why are you using a .net instead of a .mil domain to field your survey?

- The SOFS survey program starts off on a .mil site within DMDC. Next, each person is redirected to a contractor site which uses a .net domain because this makes it as easy as possible for everyone to access the survey, even from a non-government computer. The survey is administered by our contractor, Data Recognition Corporation, an experienced survey operations company.

Do I have to take the survey in one sitting?

- No, it is not necessary to complete the survey in one sitting. Just click the "Save and Return Later" button and the work you completed will be saved.
- When you return to the survey, merely enter your Ticket Number again and this will bring you to the place in the survey where you had stopped.

Why does the survey ask personal questions?

- The Defense Manpower Data Center (DMDC) reports not only overall results, but also results by location, gender, etc. To complete these analyses, we must ask respondents for these types of demographic information.
- Analyzing results in this way provides Defense leaders information about the attitudes and concerns of all subgroups of personnel (e.g., US/Overseas, males/females) so that no groups are overlooked.
- Sensitive questions are sometimes also asked about topics like personal finances. Such information will be used to improve personnel policies, programs, and practices. As with all questions on the surveys, your responses will be held in confidence.

Will my answers be kept private?

- Your privacy will be safeguarded in accordance with the Privacy Act of 1974 (Public Law 93-579).
- Only group statistics will be reported. Individual data will not be reported.

Will I ever see the results of the survey?

- This survey's briefings and reports will be posted on the following Website: http://www.dmdc.osd.mil/surveys/
- As you complete a survey, there is a section where you can request to be notified by e-mail when results are posted on the Web.

What is DMDC?

- DMDC maintains the largest archive of personnel, manpower, training, and financial data in DoD. It also conducts Joint-Service surveys and operates the Status of Forces Survey Program for the DoD. To learn more, visit the DMDC web site: http://www.dmdc.osd.mil/

How do I know this is an official, approved DoD survey?

- In accordance with DoD Directive 8910.1, all data collection in the Department must be licensed and show that license as a Report Control Symbol (RCS) with an expiration date. The RCS for the SOFS is DD-P&R(AR)2145, expiring 05/31/08.

What is CivSurvey@osd.pentagon.mil?

- The official e-mail address for communicating with DoD civilian employees about Status of Forces Surveys. "CivSurvey" is short for Civilian Survey.

BACKGROUND INFORMATION

1. **For which Department of Defense (DoD) component did you work on April 24, 2006?**
   - ☒ Department of the Army
   - ☒ Department of the Navy
   - ☒ Department of the Air Force
   - ☒ DoD Office, Agency, or Field Activity
   - ☒ None, you were retired or had left

2. [Ask if Q1 = Department of the Navy] **Do you work for the Navy or Marine Corps?**
   - ☒ Navy
   - ☒ Marine Corps

3. **Are you...?**
   - ☒ A permanent employee
   - ☒ A non permanent employee

4. **What is your current pay plan?**
   - ☒ GS/GM
   - ☒ WG
   - ☒ WL
   - ☒ WS
   - ☒ SES
   - ☒ Other

5. [Ask if Q4 = GS/GM] **Please select your current paygrade.**
   - ☒ GS 1
   - ☒ GS 2
   - ☒ GS 3
   - ☒ GS 4
   - ☒ GS 5
   - ☒ GS 6
   - ☒ GS 7
   - ☒ GS 8
   - ☒ GS 9
   - ☒ GS 10
   - ☒ GS 11
   - ☒ GS 12
   - ☒ GS/GM 13
   - ☒ GS/GM 14
   - ☒ GS/GM 15
   - ☒ GS/GM 16
   - ☒ GS/GM 17
   - ☒ GS/GM 18

6. [Ask if Q4 = WG] **Please select your current paygrade.**
   - ☒ WG 1
   - ☒ WG 2
   - ☒ WG 3
   - ☒ WG 4
   - ☒ WG 5
   - ☒ WG 6
   - ☒ WG 7
   - ☒ WG 8
   - ☒ WG 9
   - ☒ WG 10
   - ☒ WG 11
   - ☒ WG 12
   - ☒ WG 13
   - ☒ WG 14
   - ☒ WG 15

7. [Ask if Q4 = WL] **Please select your current paygrade.**
   - ☒ WL 1
   - ☒ WL 2
   - ☒ WL 3
   - ☒ WL 4
   - ☒ WL 5
   - ☒ WL 6
   - ☒ WL 7
   - ☒ WL 8
   - ☒ WL 9
   - ☒ WL 10
   - ☒ WL 11
   - ☒ WL 12
   - ☒ WL 13
   - ☒ WL 14
   - ☒ WL 15

8. [Ask if Q4 = WS] **Please select your current paygrade.**
   - ☒ WS 1
   - ☒ WS 2
   - ☒ WS 3
   - ☒ WS 4
   - ☒ WS 5
   - ☒ WS 6
   - ☒ WS 7
   - ☒ WS 8
   - ☒ WS 9
   - ☒ WS 10
   - ☒ WS 11
   - ☒ WS 12
   - ☒ WS 13
   - ☒ WS 14
   - ☒ WS 15
   - ☒ WS 16
   - ☒ WS 17
   - ☒ WS 18
   - ☒ WS 19

9. [Ask if Q4 = Other] **Please select your current career group/pay plan/pay category/pay schedule.**

   [Ask if Q4 = Other AND Q9 = Other] **Please specify your current career path/pay plan/pay category/pay schedule.**

10. [Ask if Q4 = Other] **Please select your current pay band level/paygrade.**

11. **Are you...?**
    - ☒ Male
    - ☒ Female

12. **Are you Spanish/Hispanic/Latino?**
    - ☒ No, not Spanish/Hispanic/Latino
    - ☒ Yes, Mexican, Mexican-American, Chicano, Puerto Rican, Cuban, or other Spanish/ Hispanic/Latino

13. **What is your race?** ***Mark one or more races to indicate what you consider yourself to be.***
    - ☒ White
    - ☒ Black or African American
    - ☒ American Indian or Alaska Native
    - ☒ Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
    - ☒ Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian or Chamorro)

14. **In total, how many years of service have you <u>completed</u> with the Federal government?** ***Include all years of service that count toward a civil service retirement, time working for the Department of Defense, along with any other federal agency, and years of military service.***

15. **In total, how many years of service have you <u>completed</u> with the Department of Defense?** ***Include years of military service if they count toward a civil service retirement.***

16. **On your last birthday, how old were you?**

17. What is the highest degree or level of school that you have completed? ***Mark the one answer that describes the highest grade or degree that you have completed.***

- ☒ 12 years or less of school (no diploma)
- ☒ High school graduate-high school diploma or equivalent (e.g., GED)
- ☒ Some college credit, but less than 1 year
- ☒ 1 or more years of college, no degree
- ☒ Associate's degree (e.g., AA, AS)
- ☒ Bachelor's degree (e.g., BA, AB, BS)
- ☒ Master's degree (e.g., MA/MS/MEng/MBA/MSW)
- ☒ Doctoral or professional degree (e.g., PhD/MD/JD/DVM)

18. What is your retirement plan? ***If you are a CSRS Offset employee, please mark "Other."***

- ☒ Civil Service Retirement System (CSRS)
- ☒ Federal Employee Retirement System (FERS)
- ☒ Other

Please use the following definitions in responding to the item below.

In this survey:

The conditions to be **optional eligible** are the same for persons retiring under FERS (if born before 1948) or CSRS. These conditions include the following: a) 55-59 years of age and who have at least 30 years of creditable service, b) 60-61 years of age and who have at least 20 years of creditable service, or c) 62 years of age or older and have at least 5 years of creditable service. **Optional eligible** retirement under FERS differs for persons born during or after 1948; persons must meet the Minimum Age Requirements (set by year of birth) and have 10 or more years of creditable service. Hazardous duty employees (i.e., fire fighters, law enforcers) are **optional eligible** at age 50 with 20 years of creditable FERS or CSRS service.

Discontinued service eligible includes persons who can retire under either FERS or CSRS if they are 1) 50-54 years of age and who have at least 20 years of creditable service, or 2) 55-59 years of age and who have between 20-29 years of creditable service, or 3) 49 years of age or less and have at least 25 years of creditable service.

Reemployed annuitant includes persons whose annuity under subchapter III of chapter 83 of Title 5, United States Code, was continued on reemployment in an appointive position.

19. Which of the following best describes your retirement eligibility?

- ☒ Not eligible
- ☒ Optional eligible
- ☒ Discontinued service eligible
- ☒ Reemployed annuitant

Please use the following definitions in responding to the item below.

In this survey:

Targeted disability refers to disabilities "targeted" for emphasis in affirmative action planning and include deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorder, mental retardation, mental illness, and genetic or physical conditions affecting limbs and/or the spine.

Other disability includes disabilities that are not readily apparent, such as asthma, arthritis, chronic fatigue syndrome, epilepsy, kidney disease, diabetes, cancer, chronic depression, learning disabilities, and mild mental retardation.

20. Which of the following best describes your disability status?

- ☒ No disability
- ☒ Targeted disability
- ☒ Other disability

21. What is your veteran status?

- ☒ Veteran
- ☒ Non-veteran

22. Are you eligible for a veteran preference?

- ☒ Yes, 10 point, 30-percent compensable
- ☒ Yes, 10 point, not 30-percent compensable
- ☒ Yes, 5 point
- ☒ No

23. What is your bargaining unit status?

- ☒ NOT IN a bargaining unit
- ☒ IN a bargaining unit
- ☒ Don't know

Please use the following definitions in responding to the item below.

In this survey:

Team Leader (white collar) refers to work leaders who, on a regular and recurring part of their assignment, lead three or more employees in general schedule or equivalent occupations to (a) accomplish professional, administrative, technical or clerical work or (b) train them in non-supervisory work in these occupations.

Supervisor refers to first-line supervisors who do not supervise other supervisors; typically those who are responsible for employees' performance appraisals and approval of leave.

Manager refers to those in management positions who typically supervise one or more supervisors.

Wage Leader (WL) refers to those who, as a regular and recurring part of their jobs, and on a substantially full-time and continuing basis, lead three or more workers to (a) accomplish trades and labor work or (b) train them in the nonsupervisory work of a trades and laboring occupation.

Wage Supervisor (WS) refers to supervisors who, as a regular and recurring part of their jobs, and on a substantially full-time and continuing basis, exercise technical and administrative supervision over subordinate workers in accomplishing trades and labor work.

24. What is your supervisory status?

- ☒ Team Leader (white collar)
- ☒ Supervisor
- ☒ Manager
- ☒ Wage Leader (WL)
- ☒ Wage Supervisor (WS)
- ☒ Not a supervisor or manager

For the next question, **CONUS** is within the contiguous 48 states and the District of Columbia. **OCONUS** is outside the contiguous 48 states.

25. Where do you work?

- ☒ CONUS
- ☒ OCONUS

26. Which statement describes your status? ***If you are currently under NSPS, the new personnel system, please indicate your status prior to coming under NSPS.***

- ☒ I am in a civil service personnel demonstration project or alternative personnel system.
- ☒ I was, but no longer am, in a civil service personnel demonstration project or alternative personnel system.
- ☒ I have never been in a civil service personnel demonstration project or alternative personnel system.

OVERALL SATISFACTION

27. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for your organization?

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
a. Your total compensation (i.e., pay, incentives, and bonuses)	☒	☒	☒	☒	☒
b. The type of work you do	☒	☒	☒	☒	☒
c. Your opportunities for promotion	☒	☒	☒	☒	☒
d. The quality of your coworkers	☒	☒	☒	☒	☒
e. The quality of your supervisor	☒	☒	☒	☒	☒

28. Overall, how satisfied are you with working for your organization?

- ☒ Very satisfied
- ☒ Satisfied
- ☒ Neither satisfied nor dissatisfied
- ☒ Dissatisfied
- ☒ Very dissatisfied

29. Considering everything, how satisfied are you with your job?

- ☒ Very satisfied
- ☒ Satisfied
- ☒ Neither satisfied nor dissatisfied
- ☒ Dissatisfied
- ☒ Very dissatisfied

30. Overall, how would you rate the current level of stress in your work life?

- ☒ Much less than usual
- ☒ Less than usual
- ☒ About the same as usual
- ☒ More than usual
- ☒ Much more than usual

31. Overall, how would you rate the current level of stress in your personal life?

- ☒ Much less than usual
- ☒ Less than usual
- ☒ About the same as usual
- ☒ More than usual
- ☒ Much more than usual

SATISFACTION WITH QUALITY OF WORK LIFE

32. How satisfied are you with each of the following in your organization?

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
a. Management's support of quality of work life programs, such as telework and alternate work schedules	☒	☒	☒	☒	☒
b. Your supervisor's support of your need to be able to balance work and family issues	☒	☒	☒	☒	☒
c. Overall family flexible programs offered by your organization	☒	☒	☒	☒	☒

33. Overall, how satisfied are you with the quality of your work life?

- ☒ Very satisfied
- ☒ Satisfied
- ☒ Neither satisfied nor dissatisfied
- ☒ Dissatisfied
- ☒ Very dissatisfied

LEADERSHIP AND MANAGEMENT

34. Indicate the extent to which you agree or disagree with the following statements.

	Do not know	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. Managers review and evaluate the organization's progress toward meeting its goals and objectives	☒	☒	☒	☒	☒	☒
b. Managers/ supervisors/ team leaders work well with employees of different backgrounds	☒	☒	☒	☒	☒	☒
c. I have a high level of respect for my organization's senior leaders	☒	☒	☒	☒	☒	☒

35. Indicate the extent to which you agree or disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. Managers/supervisors deal effectively with reports of prejudice and discrimination	☐	☐	☐	☐	☐
b. There are generally good relationships between the union(s) and management here.	☐	☐	☐	☐	☐

36. Overall, how satisfied are you with leadership at your organization?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

37. Overall, how satisfied are you with management at your organization?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

38. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Very poor

RETENTION AND COMMITMENT

39. Suppose that you have to decide whether to continue to work for your organization. If you had to make this decision, how likely is it that you would choose to stay?

- ☐ Very likely
- ☐ Likely
- ☐ Neither likely nor unlikely
- ☐ Unlikely
- ☐ Very unlikely

40. In the next 5 years, how likely is it that you will...

	Very likely	Likely	Neither likely nor unlikely	Unlikely	Very unlikely
a. Leave your organization to take another job within the DoD?	☐	☐	☐	☐	☐
b. Leave to take another job in the Federal Government outside of the DoD?	☐	☐	☐	☐	☐
c. Leave the Federal Government for a private sector job?	☐	☐	☐	☐	☐
d. Retire from Federal Service?	☐	☐	☐	☐	☐

41. In the coming year, do you plan to look for another job?

- ☐ No
- ☐ Yes, I plan to look both inside and outside the Federal Government
- ☐ Yes, but only outside the Federal Government
- ☐ Yes, but only within the Federal Government
- ☐ I have not decided whether to look for another job

42. How much do you agree or disagree with the following statements about working for your organization?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. I enjoy working for the military.	☐	☐	☐	☐	☐
b. Working for the military is consistent with my personal goals.	☐	☐	☐	☐	☐
c. If I stopped working for the military, I would feel like I was starting all over again.	☐	☐	☐	☐	☐
d. I would feel guilty if I stopped working for the military.	☐	☐	☐	☐	☐
e. Generally, on a day-to-day basis, I am happy working for the military.	☐	☐	☐	☐	☐
f. It would be difficult for me to stop working for the military and give up the benefits that are available to me.	☐	☐	☐	☐	☐
g. I would not stop working for the military right now because I have a sense of obligation to the people in it.	☐	☐	☐	☐	☐
h. I really feel as if the military's values are my own.	☐	☐	☐	☐	☐
i. I would have difficulty finding a job if I stopped working for the military.	☐	☐	☐	☐	☐
j. Generally, on a day-to-day basis, I am proud to be working for the military.	☐	☐	☐	☐	☐
k. If I stopped working for the military, I would feel like I had let my country down.	☐	☐	☐	☐	☐
l. I continue to work for the military because leaving would require considerable sacrifice.	☐	☐	☐	☐	☐
m. I feel like working for the military can help me achieve what I want in life.	☐	☐	☐	☐	☐
n. One of the problems with no longer working for the military would be the lack of available alternatives.	☐	☐	☐	☐	☐
o. I am committed to making working for the military a career.	☐	☐	☐	☐	☐

PREPAREDNESS

43. Overall, how well prepared are <u>you</u> to perform your duties in support of your organization's mission?

- ☐ Very well prepared
- ☐ Well prepared
- ☐ Neither well nor poorly prepared
- ☐ Poorly prepared
- ☐ Very poorly prepared

44. Overall, how well prepared is <u>your organization</u> to perform its mission?

- ☐ Very well prepared
- ☐ Well prepared
- ☐ Neither well nor poorly prepared
- ☐ Poorly prepared
- ☐ Very poorly prepared

45. How well has your <u>training</u> prepared you to perform your duties in support of your organization's mission?

- ☐ Very well
- ☐ Well
- ☐ Neither well nor poorly
- ☐ Poorly
- ☐ Very poorly

PERSONNEL SERVICES

Please use the following definition in responding to the item below.

In this survey:

Personnel Services refers to the advice, guidance and practical assistance that Human Resources staff provide to managers, employees, and applicants. Services include position classification, recruitment, compensation, training and development, benefits (e.g., health insurance, life insurance, Thrift Savings Plan, workers' compensation, long term care, and retirement), employee and labor relations (e.g., performance management, conduct, recognition/ awards, and appraisals), and processing personnel actions. For a definition, in the following question you can click on "Employee Benefits Information System (EBIS)," "myPay," or "Resumix."

46. At the present time, how satisfied are you with each of the following aspects of the personnel services you receive?

	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
a. Availability of personnel services for your work location	☐	☐	☐	☐	☐
b. Quality of personnel services for your work location (e.g., timeliness and completeness of response, usefulness of information, and helpfulness of staff)	☐	☐	☐	☐	☐
c. Availability of personnel services at a centralized location (away from your worksite)	☐	☐	☐	☐	☐
d. Quality of personnel services from a centralized location	☐	☐	☐	☐	☐
e. Availability of personnel services via the Internet such as Employee Benefits Information System (EBIS), myPay, Resumix, etc.	☐	☐	☐	☐	☐
f. Quality of personnel services via the Internet such as Employee Benefits Information System (EBIS), myPay, Resumix, etc.	☐	☐	☐	☐	☐

47. Overall, how satisfied are you with the personnel services you receive?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

MOTIVATION/DEVELOPMENT/INVOLVEMENT

48. Indicate the extent to which you agree or disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. I am given a real opportunity to improve my skills in my organization.	☐	☐	☐	☐	☐
b. I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful.	☐	☐	☐	☐	☐
c. I am satisfied with the career progression opportunities available to me.	☐	☐	☐	☐	☐
d. I voluntarily take on additional work.	☐	☐	☐	☐	☐

YOUR WORKPLACE

49. To what extent do you agree or disagree with the following statements about your workplace?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. I know what is expected of me at work.	☐	☐	☐	☐	☐
b. I have the materials and equipment I need to do my work right.	☐	☐	☐	☐	☐

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
c. At work, I have the opportunity to do what I do best every day.	☐	☐	☐	☐	☐
d. In the last seven days, I have received recognition or praise for doing good work.	☐	☐	☐	☐	☐
e. My supervisor, or someone at work, seems to care about me as a person.	☐	☐	☐	☐	☐
f. There is someone at work who encourages my development.	☐	☐	☐	☐	☐
g. At work, my opinions seem to count.	☐	☐	☐	☐	☐
h. The mission/purpose of my Service makes me feel my job is important.	☐	☐	☐	☐	☐
i. My coworkers are committed to doing quality work.	☐	☐	☐	☐	☐
j. I have a best friend at work.	☐	☐	☐	☐	☐
k. In the last six months, someone at work has talked to me about my progress.	☐	☐	☐	☐	☐
l. This last year, I have had opportunities at work to learn and grow.	☐	☐	☐	☐	☐

PERSONNEL ACTIONS

50. Over the last 2 years, how much of a problem has employee turnover been for your organization?

- ☐ Not a problem
- ☐ Slight Problem
- ☐ Somewhat of a problem
- ☐ Serious problem

51. Has your organization hired any new employees in the last 2 years?

- ☐ Yes
- ☐ No

52. [Ask if Q51 = Yes] **How would you rate the performance of employees hired in the last 2 years at your organization?**

- ☐ Much higher than average
- ☐ Higher than average
- ☐ Average
- ☐ Lower than average
- ☐ Much lower than average

53. [Ask if Q24 = Supervisor OR Manager OR Wage Supervisor AND Q51 = Yes] **In the last 2 years, have you personally hired anyone to work for you?**

- ☐ Yes
- ☐ No

54. [Ask if Q24 = Supervisor OR Manager OR Wage Supervisor AND Q51 = Yes AND Q53 = Yes] **How would you rate the quality of the applicants for this position?**

- ☐ Much better than usual
- ☐ Better than usual
- ☐ About the same as usual
- ☐ Worse than usual
- ☐ Much worse than usual

55. [Ask if Q24 = Supervisor OR Manager OR Wage Supervisor] **I have the flexibility to use...**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. Recruitment incentives.	☐	☐	☐	☐	☐
b. Relocation incentives.	☐	☐	☐	☐	☐
c. Retention incentives.	☐	☐	☐	☐	☐
d. Student loan repayments.	☐	☐	☐	☐	☐
e. Pay-setting flexibilities.	☐	☐	☐	☐	☐

56. [Ask if Q24 = Supervisor OR Manager OR Wage Supervisor] **Indicate the extent to which you agree or disagree with the following statements.**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. I can influence my employee's pay to reflect performance.	☐	☐	☐	☐	☐
b. I can meaningfully distinguish both small and large differences in performance of similar subordinate employees	☐	☐	☐	☐	☐
c. I am skillful in counseling employees on performance and conduct problems	☐	☐	☐	☐	☐
d. Employees seek my assistance with their work-life concerns.	☐	☐	☐	☐	☐
e. Employees seek my advice on professional and career matters.	☐	☐	☐	☐	☐
f. There is little opportunity for my subordinates to be innovative or expand the scope of their jobs	☐	☐	☐	☐	☐
g. I have useful, current performance plans for all of my employees	☐	☐	☐	☐	☐

57. [Ask if Q24 = Supervisor OR Manager OR Wage Supervisor] **How easy is it for you to...**

	Very difficult	Difficult	Neither easy or difficult	Easy	Very easy
a. Hire employees?	☐	☐	☐	☐	☐
b. Relocate employees?	☐	☐	☐	☐	☐
c. Reassign employees?	☐	☐	☐	☐	☐
d. Reduce the size of your workforce?	☐	☐	☐	☐	☐
e. Promote employees?	☐	☐	☐	☐	☐

PAY AND BENEFITS

58. At the present time, how satisfied are you with each of the following aspects of your pay and benefits?

	Does not apply	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
a. Basic pay	☐	☐	☐	☐	☐	☐
b. Locality pay	☐	☐	☐	☐	☐	☐
c. Special pays (e.g., incentives, bonuses)	☐	☐	☐	☐	☐	☐
d. Retirement benefits	☐	☐	☐	☐	☐	☐
e. Thrift Savings Plan (TSP)	☐	☐	☐	☐	☐	☐
f. Annual leave	☐	☐	☐	☐	☐	☐
g. Sick leave	☐	☐	☐	☐	☐	☐
h. Health insurance	☐	☐	☐	☐	☐	☐
i. Life insurance	☐	☐	☐	☐	☐	☐
j. Long term care insurance	☐	☐	☐	☐	☐	☐

59. Considering everything, how satisfied are you with your pay?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

60. Overall, how satisfied are you with your benefits?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

61. How much do you agree or disagree with the following statements about your pay and benefits?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. My pay is as good or better than the pay in non-federal organizations for the same type and level of work.	☐	☐	☐	☐	☐
b. My benefits are as good or better than the benefits in non-federal organizations for the same type and level of work.	☐	☐	☐	☐	☐

PERFORMANCE MANAGEMENT

62. Indicate the extent to which you agree or disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. The work assignment process is fair and appropriate	☐	☐	☐	☐	☐
b. I have sufficient resources (e.g., people, dollars, equipment) to get my job done	☐	☐	☐	☐	☐
c. The performance management system I am under improves organizational performance	☐	☐	☐	☐	☐
d. My current performance management system motivates me to perform well	☐	☐	☐	☐	☐
e. Discussions with my supervisor/team leader about my performance are worthwhile	☐	☐	☐	☐	☐
f. My supervisor and I formally discussed my performance during and at the end of my most recent performance rating period	☐	☐	☐	☐	☐

63. How satisfied are you with the training you receive for your present job?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

64. Indicate the extent to which you agree or disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. My pay increases depend on how well I perform my job.	☐	☐	☐	☐	☐
b. My performance standards/expectations are directly related to my organization's mission.	☐	☐	☐	☐	☐
c. My performance standards/expectations take into account the important parts of my job.	☐	☐	☐	☐	☐
d. My cash awards depend on how well I perform my job.	☐	☐	☐	☐	☐
e. Procedures for reconsidering performance appraisal ratings are fair.	☐	☐	☐	☐	☐
f. Employees at this installation/activity are treated fairly with regard to grievances.	☐	☐	☐	☐	☐
g. Employees at this installation/activity are treated fairly with regard to appeals.	☐	☐	☐	☐	☐
h. The grievance process at this installation/agency is efficient.	☐	☐	☐	☐	☐
i. The appeals process for adverse actions at this installation/agency is efficient.	☐	☐	☐	☐	☐

65. Indicate the extent to which you agree or disagree with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Do not know
a. Promotions in my work unit are based on merit.	☐	☐	☐	☐	☐	☐
b. Creativity and innovation are rewarded.	☐	☐	☐	☐	☐	☐
c. My performance appraisal is a fair reflection of my performance.	☐	☐	☐	☐	☐	☐
d. In my work unit, differences in performance are recognized in a meaningful way.	☐	☐	☐	☐	☐	☐
e. I understand how my performance is evaluated.	☐	☐	☐	☐	☐	☐

66. Do you receive regular performance feedback?

☐ Yes

☐ No

67. [Ask if Q66 = Yes] How useful is the feedback?

☐ Very useful

☐ Useful

☐ Neither useful nor useless

☐ Useless

☐ Very useless

68. [Ask if Q24 = Supervisor or Manager or Wage Supervisor] Indicate the extent to which you agree or disagree with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I generally need to offer a higher rate of pay or recruitment incentive to attract candidates with good qualifications.	☐	☐	☐	☐	☐
b. I normally can make changes in employment and workplace conditions in a reasonable amount of time.	☐	☐	☐	☐	☐
c. I can easily assign and realign work among my employees.	☐	☐	☐	☐	☐
d. I can make changes in employment and workplace conditions easily.	☐	☐	☐	☐	☐

NATIONAL SECURITY PERSONNEL SYSTEM

69. Before taking this survey, were you aware of the Department's legislative authority to implement a new personnel system for civilian employees to be known as the National Security Personnel System (NSPS)?

☐ Yes

☐ No

70. [Ask if Q69 = Yes] Please indicate your best estimate of when you expect to be under the NSPS performance management system:

☐ As early as Spring 2006

☐ As early as Fall 2006

☐ As early as January 2007

☐ As early as October 2007

☐ After 2007

☐ NSPS does not apply to my position

☐ Don't know

71. [Ask if Q69 = Yes] **From which of the following sources did you hear about NSPS?** ***Mark "Yes" or "No" for each item.***

	Yes	No
a. Newspaper, magazine, or radio	☐	☐
b. Written communication from your organization or other DoD source	☐	☐
c. Personnel Web site sponsored by your organization or other DoD source	☐	☐
d. Verbal communication from your supervisor or other individual in your chain of command	☐	☐
e. Verbal communication with other government employee(s)	☐	☐
f. Union source (e.g., steward, union Web site)	☐	☐
g. Other (specify)	☐	☐

[Ask if Q69 = Yes and Q71 g = yes] **Please specify other source from which you heard about NSPS.**

72. [Ask if Q69 = Yes] **Indicate the extent to which you agree or disagree with the following statement. Material I saw or a presentation I heard about NSPS was informative.**

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

73. [Ask if Q69 = Yes] **Which of the following is the single most important skill or ability for supervisors under NSPS?**

- ☐ Communicating performance expectations
- ☐ Career counseling
- ☐ Dealing with poor performers and disruptive employees
- ☐ Teaching job skills
- ☐ Motivating employees to perform well
- ☐ Communicating effectively with people of diverse backgrounds
- ☐ Making fair personnel decisions
- ☐ Encouraging teamwork and cooperation
- ☐ Other (specify)

[Ask if Q69 = Yes AND Q73 = Other] **Please specify other skill or ability that is most important.**

74. [Ask if Q69 = Yes] **Which of the following is the second most important skill or ability for supervisors under NSPS?**

- ☐ Communicating performance expectations
- ☐ Career counseling
- ☐ Dealing with poor performers and disruptive employees
- ☐ Teaching job skills
- ☐ Motivating employees to perform well
- ☐ Communicating effectively with people of diverse backgrounds
- ☐ Making fair personnel decisions
- ☐ Encouraging teamwork and cooperation
- ☐ Other (specify)

[Ask if Q69 = Yes AND Q74 = Other] **Please specify other skill or ability that is second most important.**

75. [Ask if Q69 = Yes] **Do you agree or disagree that NSPS will improve personnel processes for...**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. Hiring new employees?	☐	☐	☐	☐	☐
b. Disciplining/correcting poor work performance?	☐	☐	☐	☐	☐
c. Rewarding good work performance?	☐	☐	☐	☐	☐
d. Linking pay to performance?	☐	☐	☐	☐	☐
e. Classification of jobs by series and paygrade/pay band?	☐	☐	☐	☐	☐
f. Communication between supervisors and employees?	☐	☐	☐	☐	☐

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
g. Ensuring individual performance supports organizational mission effectiveness?	☐	☐	☐	☐	☐

76. [Ask if Q69 = Yes] **Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?**

- ☒ Very positive
- ☒ Positive
- ☒ Neither positive nor negative
- ☒ Negative
- ☒ Very negative

In the following question, BRAC refers to the Base Realignment and Closure Process.

77. My organization has been identified for...

	Yes	No	Don't know
a. BRAC realignment/relocation?	☒	☒	☒
b. Base closure?	☒	☒	☒
c. A-76/competitive sourcing?	☒	☒	☒
d. Other structural change?	☒	☒	☒

[Ask if Q77 d = Yes] **My organization has been identified for...**

TAKING THE SURVEY

78. If you have comments or concerns that you were not able to express in answering this survey, please enter them in the space provided. Any comments you make on this questionnaire will be kept confidential, and no follow-up action will be taken in response to any specifics reported.