**Office of Inspector General for the**

**Corporation for National and Community Service**

**Review of the Alternative Personnel System**

# Results of Survey Questionnaire

## March 26, 2003

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**Deloitte**
**& Touche**

# Background and Methodology

- Deloitte & Touche developed a survey questionnaire to gather views from employees and managers about their motivations for joining and remaining with CNCS, the organization's culture, and the Alternative Personnel System.

- Questionnaires were distributed in focus groups of randomly-selected employees and managers and were collected at the end of each session.

- Questionnaires were also distributed by e-mail to 37 randomly-selected employees in 24 CNCS field offices across the country.

- In total, 111 CNCS employees (18% of the Corporation) completed the questionnaire.

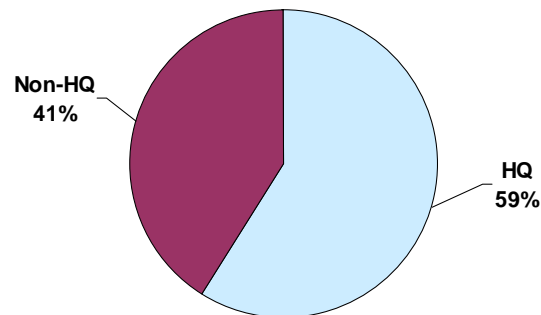# Respondent Work History & Office Location

## Work History
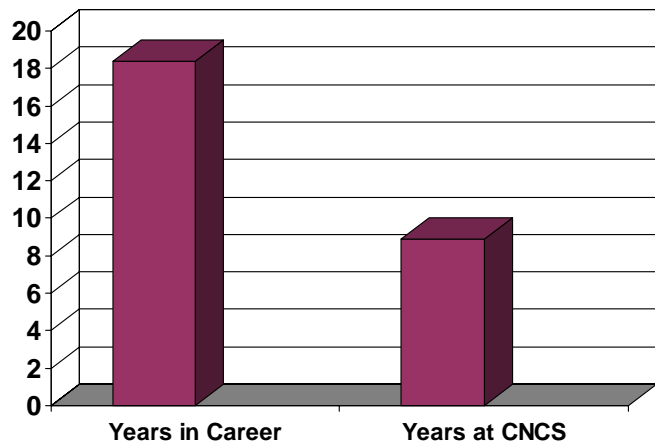


## Location



### Work History

- Average length of time working in career =   18.4 years
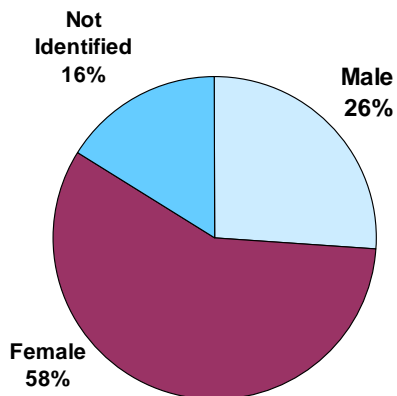- Average length of time working at CNCS =   8.9 years

### Location

- 59%    located at CNCS headquarters
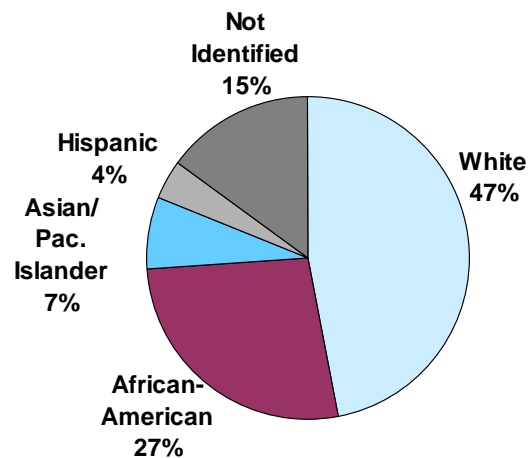- 41%    located at a CNCS field office

# Gender & Ethnicity

## Gender



## Ethnicity



### Gender

- 58%    Female
- 26%    Male
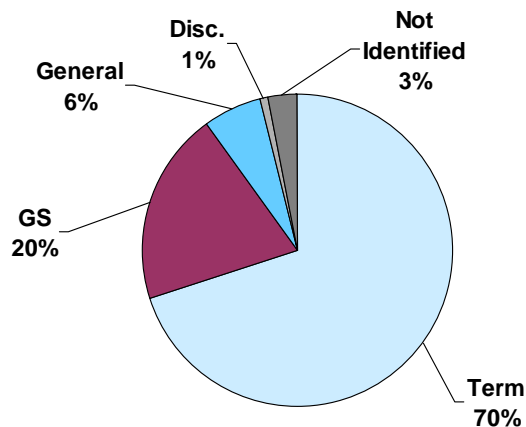- 16%    Not Identified

### Ethnicity

- 47%    White
- 27%    African-American
- 15%    Not Identified
- 7%    Asian/Pacific Islander
- 4%    Hispanic

# Appointment Type & Length of Term
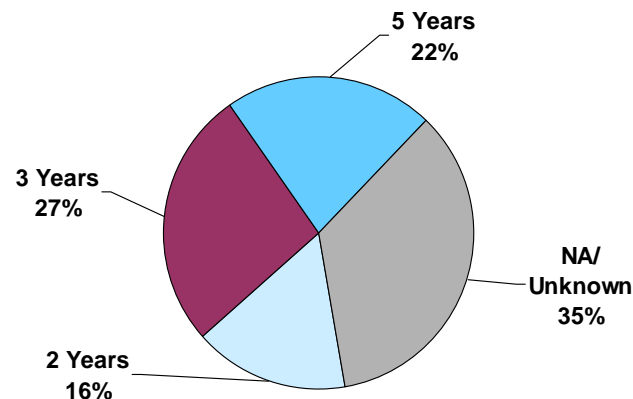
## Appointment Type



### Appointment Type

- 70%    Term
- 20%    GS
- 6%      General
- 3%      Not Identified
- 1%      Discretionary

## Length of Term



### Length of Term

- 0%      1 year
- 16%    2 years
- 27%    3 years
- 0%      4 years
- 22%    5 years
- 35%    NA/Unknown*

*\* GS or other appointments without terms; or employees who did not know the length of their term*

# Prior Federal Service

## Prior Federal Service

**Sample of Federal Agencies Where CNCS Employees Have Worked:**

- Peace Corps (7)
- Defense (7)
- Education (4)
- Health & Human Services (4)
- Labor (3)
- Other:
  - Agriculture
  - Food & Drug Administration
  - State
  - Agency for International Development
  - Veterans Administration

**Not Identified 1%**

**No 48%**

**Yes 51%**
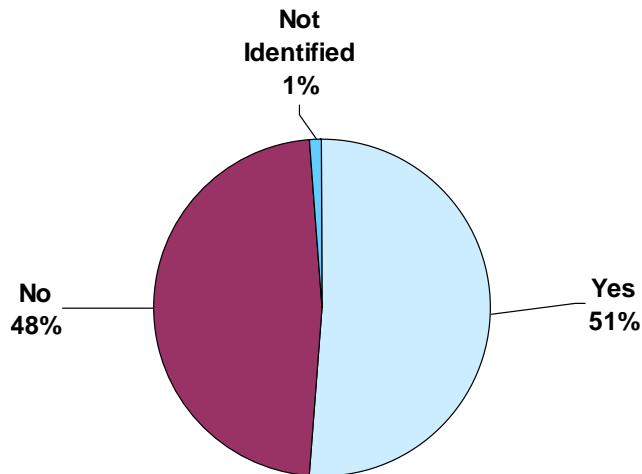
**Prior Federal Service**
- 51%    Yes
- 48%    No
- 1%     Not Identified

# Most Important Attraction Factors

**Question: What factors were most important in <u>attracting you</u> to the Corporation? (Respondents could choose up to 4 most important factors.)**

| Factor | All Respondents* | Minority** | Non-Minority*** |
|---|---|---|---|
| • Nature of Work | **81** | **30** | **40** |
| • Mission of Corporation | **76** | **28** | **36** |
| • Opportunities for professional growth | **54** | **22** | 21 |
| • Geographic location of office | **51** | 18 | **25** |
| • Salary level (or grade level) | 46 | **20** | 18 |
| • Benefits | 42 | 12 | **22** |
| • People you would be working with | 41 | 13 | **22** |
| • Job security | 38 | 15 | 16 |
| • Opportunity for financial rewards (APS) | 20 | 10 | 8 |
| • Family friendly environment | 20 | 9 | 8 |

*\* All respondents did not identify their race, so this column is not a sum of minority and non-minority responses*

*\*\* Minority = African-American, Hispanic, Asian/Pacific Islander employees*

*\*\*\* Non-Minority = White employees*

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# Most Important Retention Factors

**Question: What factors are most important in <u>keeping you</u> at the Corporation? (Respondents could choose up to 4 most important factors.)**

| Factor | All Respondents | Minority | Non-Minority |
|---|---|---|---|
| • Nature of the work | **66** | **21** | **36** |
| • Mission of the Corporation | **64** | **22** | **32** |
| • Geographic location of the office | **49** | **18** | **24** |
| • Benefits | **48** | **18** | 23 |
| • Nature of the people you work | **48** | 12 | **28** |
| • Salary level (or grade level) | 47 | **21** | 19 |
| • Family friendly environment | 38 | 17 | 12 |
| • Opportunities for professional growth | 38 | 17 | 14 |
| • Job security | 34 | 14 | 14 |
| • Opportunity for financial rewards under APS | 21 | 11 | 7 |

**Question: In your view, what are the <u>best things</u> about working for the Corporation?**

| **All Respondents** | **Minority Respondents** | **Non-Minority Respondents** |
|---|---|---|
| • Mission of the Corporation | • Mission of the Corporation | • Mission of the Corporation |
| • Nature of the work | • People/peers | • People/peers |
| • People/peers | • Salary | • Nature of the work |
| • Ability to make a difference | • Nature of the work | • Ability to make a difference |
| • Small size of the agency | • Location of the office | • Small size of the agency |

**Question: In your view, what are the <u>least attractive things</u> about working for the Corporation?**

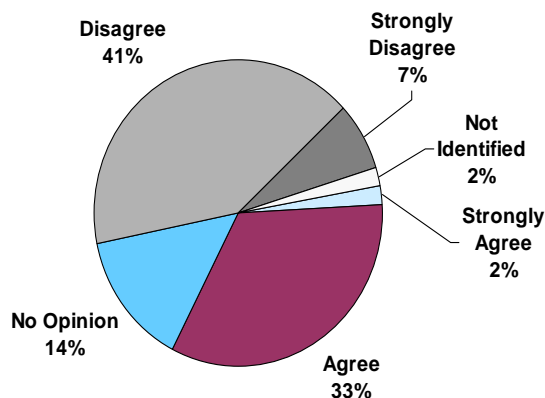| All Respondents | Minority Respondents | Non-Minority Respondents |
|---|---|---|
| • Compensation/Lack of opportunity for financial rewards | • Compensation/Lack of opportunity for financial rewards | • Compensation/Lack of opportunity for financial rewards |
| • Upper management does not value input from employees | • Lack of upward mobility | • Upper management |
| • Lack of communications | • Diversity issues | • Lack of communications |
| • Lack of professional development | • Upper management | • Lack of professional development |
| • Budget/financial problems of the Corporation | • Unequal treatment | • Budget/financial problems of the Corporation |

# Information from Management about the Corporation

**Statement: Overall, I think I get enough information from management about issues affecting the Corporation.**
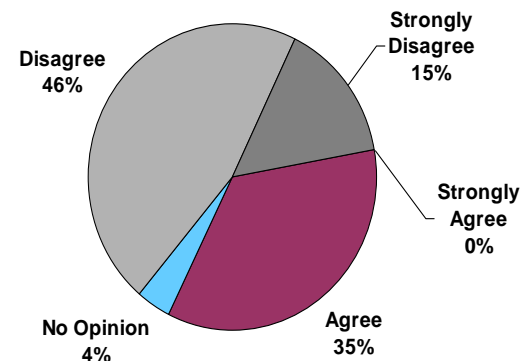
## All Respondents
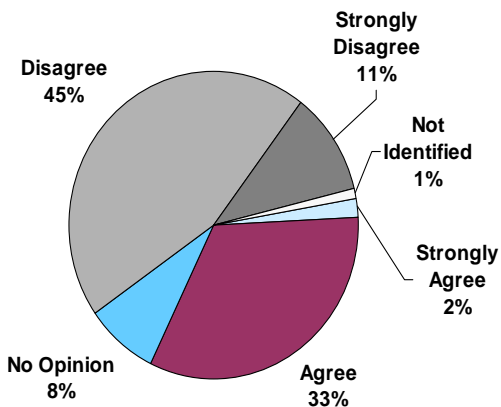


- 2%    Strongly Agree
- 33%    Agree
- 8%    No opinion
- 45%    Disagree
- 11%    Strongly Disagree
- 1%    Not Identified

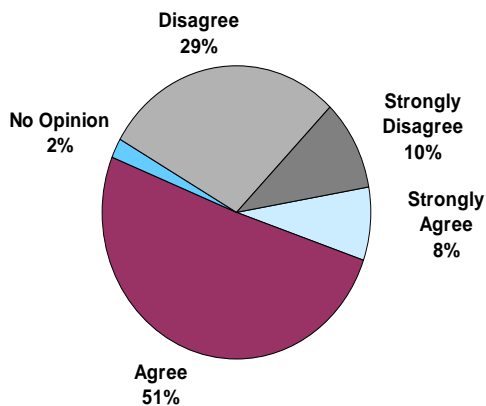## Minority Respondents



- 2%    Strongly Agree
- 33%    Agree
- 14%    No opinion
- 41%    Disagree
- 7%    Strongly Disagree
- 2%    Not Identified

## Non-Minority Respondents



- 0%    Strongly Agree
- 35%    Agree
- 4%    No opinion
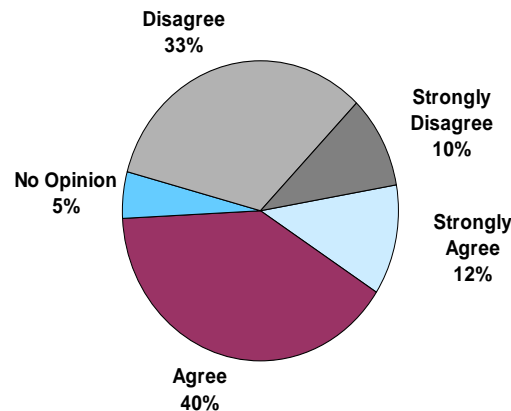- 46%    Disagree
- 15%    Strongly Disagree

**Statement: Overall, I think I get enough information from my supervisors and managers about issues important to my job.**
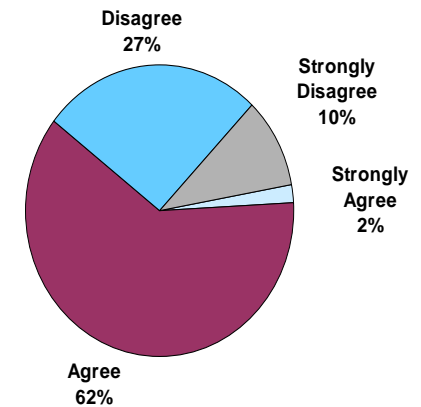
## All Respondents



- 8%   Strongly Agree
- 51%   Agree
- 2%   No opinion
- 29%   Disagree
- 10%   Strongly Disagree

## Minority Respondents



- 12%   Strongly Agree
- 40%   Agree
- 5%   No opinion
- 33%   Disagree
- 10%   Strongly Disagree

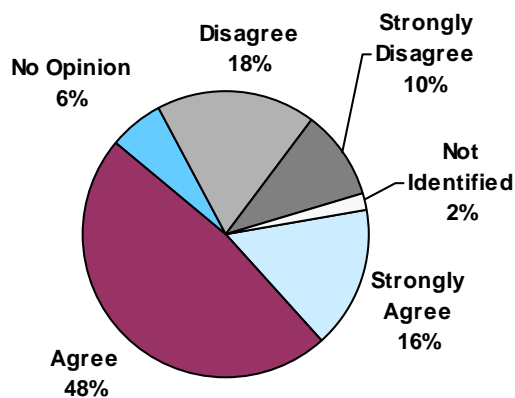## Non-Minority Respondents



- 2%   Strongly Agree
- 62%   Agree
- 27%   Disagree
- 10%   Strongly Disagree

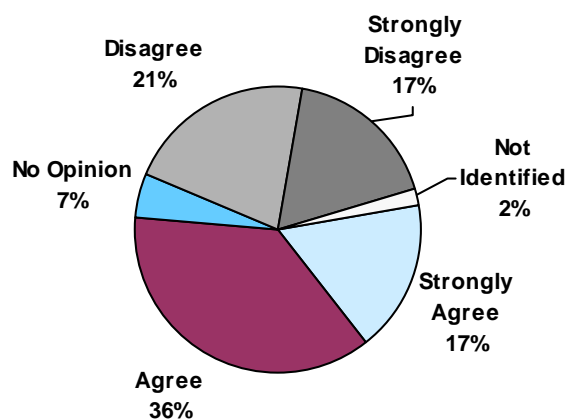# Fair Treatment by Managers in my Department

**Statement: Overall, I think I am treated fairly by managers in my department.**

## All Respondents
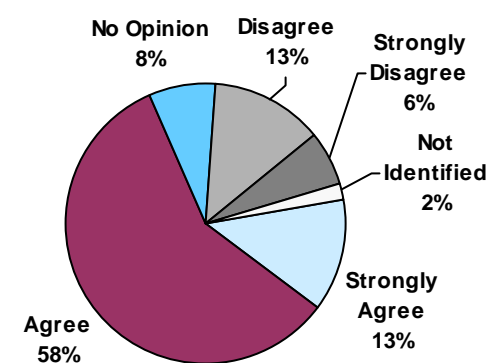


- 16%   Strongly Agree
- 48%   Agree
- 6%    No opinion
- 18%   Disagree
- 10%   Strongly Disagree
- 2%    Not Identified

## Minority Respondents



- 17%   Strongly Agree
- 36%   Agree
- 7%    No opinion
- 21%   Disagree
- 17%   Strongly Disagree
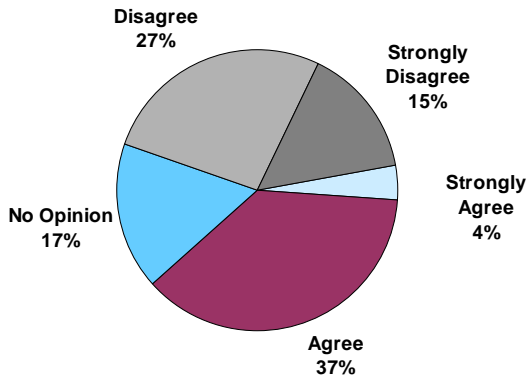- 2%    Not Identified

## Non-Minority Respondents



- 13%   Strongly Agree
- 58%   Agree
- 8%    No opinion
- 13%   Disagree
- 6%    Strongly Disagree
- 2%    Not Identified
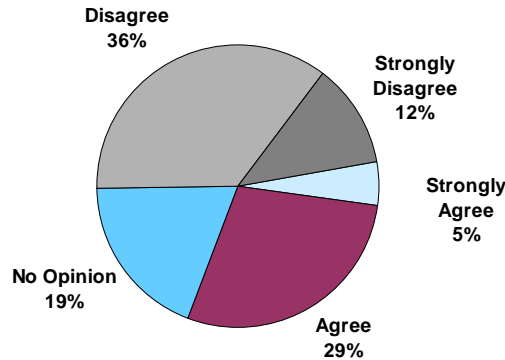
# Fair Treatment by the Corporation

**Statement: Overall, I think I am treated fairly by the Corporation as a whole.**
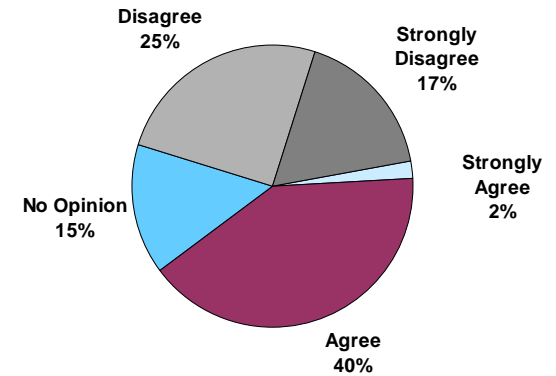
## All Respondents



- 4%  Strongly Agree
- 37%  Agree
- 17%  No opinion
- 27%  Disagree
- 15%  Strongly Disagree

## Minority Respondents



- 5%  Strongly Agree
- 29%  Agree
- 19%  No opinion
- 36%  Disagree
- 12%  Strongly Disagree
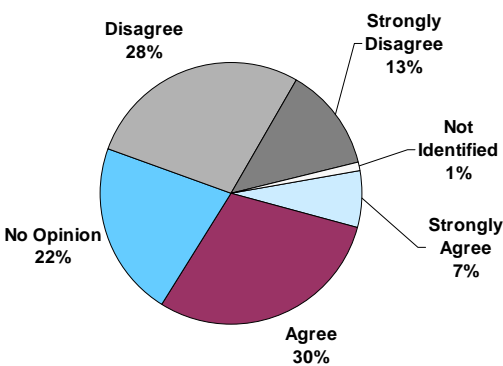
## Non-Minority Respondents



- 2%  Strongly Agree
- 40%  Agree
- 15%  No opinion
- 25%  Disagree
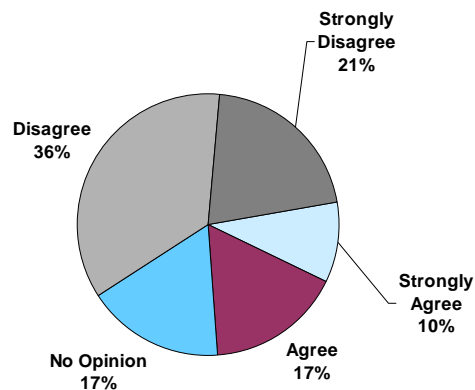- 17%  Strongly Disagree

# The Corporation Values Diversity

**Statement: I think the Corporation values diversity in the workforce.**

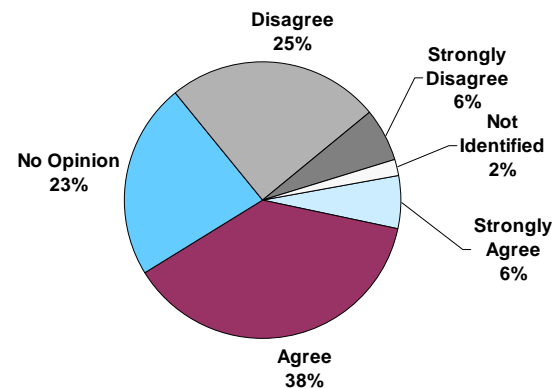### All Respondents



- 7%   Strongly Agree
- 30%  Agree
- 22%  No opinion
- 28%  Disagree
- 13%  Strongly Disagree
- 1%   Not Identified

### Minority Respondents



- 10%  Strongly Agree
- 17%  Agree
- 17%  No opinion
- 36%  Disagree
- 21%  Strongly Disagree

### Non-Minority Respondents



- 6%   Strongly Agree
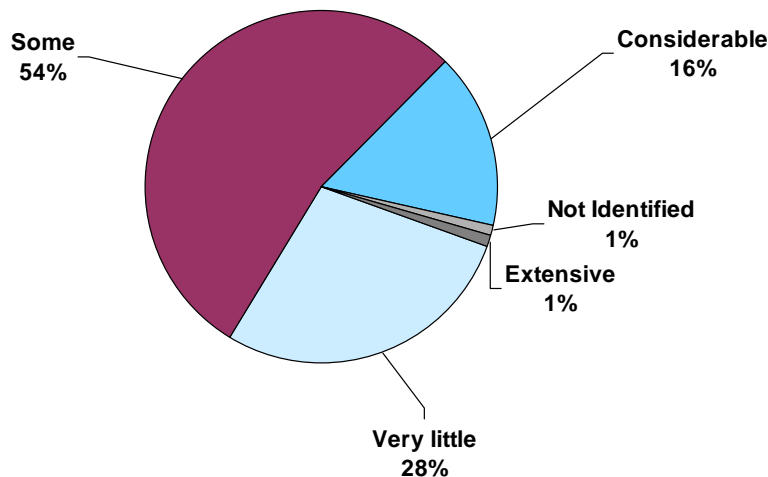- 38%  Agree
- 23%  No opinion
- 25%  Disagree
- 6%   Strongly Disagree
- 2%   Not Identified

# Knowledge of APS

**Question: Overall, how much do you know about the policies and procedures of the APS, for appointments, promotions, salary increases, and performance awards?**
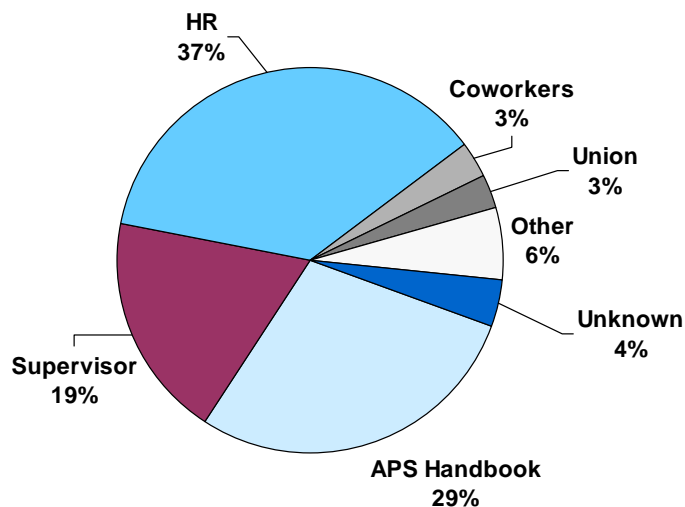
- 28%    Very little
- 54%    Some
- 16%    Considerable
- 1%    Extensive
- 1%    Not Identified



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# Questions about APS

**Question: If you have a question about the APS, where do you go for an answer?**

- 37%  Human Resources
- 29%  APS Handbook
- 19%  Supervisor
- 3%   Union
- 3%   Coworkers
- 6%   Other*
- 4%   Unknown**



*HR 37%, Coworkers 3%, Union 3%, Other 6%, Unknown 4%, APS Handbook 29%, Supervisor 19%*

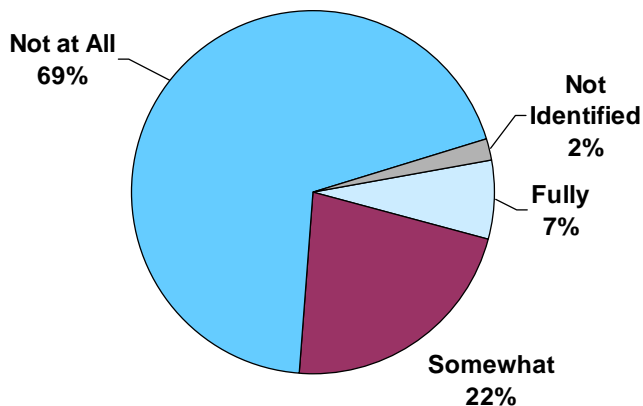*\* Answers include: other, never asked, very seldom and not sure*

*\*\* Answers include: not answered (i.e., blank), don't know*

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# Understanding re: Term Appointments

**Question: To what extent do you understand the criteria and procedures for determining the length of a term appointment?**
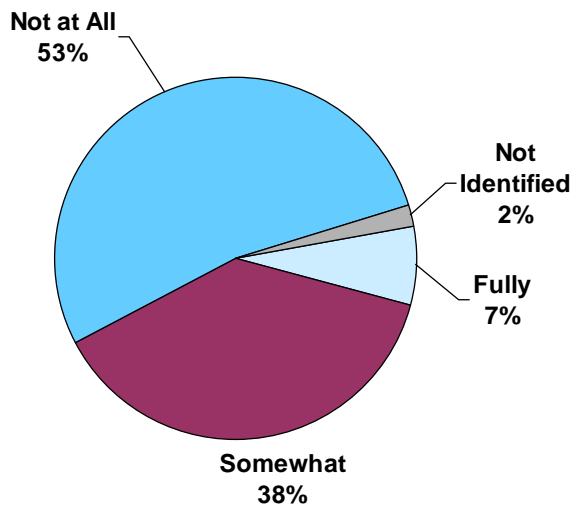
- 69%    Not at All
- 22%    Somewhat
- 7%      Fully
- 2%      Not Identified

# Understanding re: Renewal of a Term Appointment

**Question: To what extent do you understand the criteria and procedures used in deciding whether a term appointment will be renewed?**
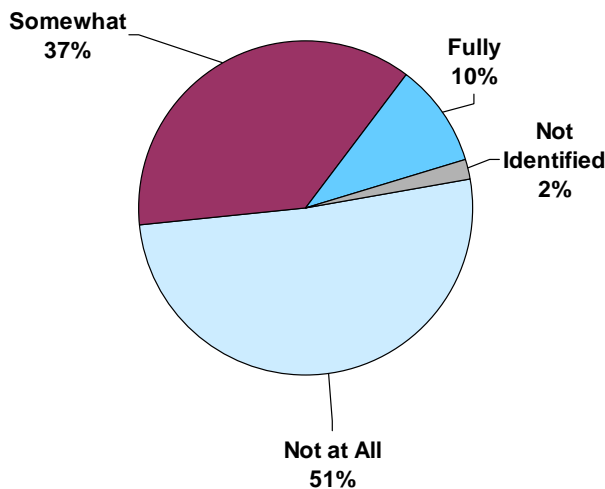
- 53%   Not at All
- 38%   Somewhat
- 7%   Fully
- 2%   Not Identified

# Understanding re: Awarding a Performance Bonus

**Question: To what extent do you understand the criteria and procedures used for awarding a performance bonus to an employee?**

- 51%     Not at All
- 37%     Somewhat
- 10%     Fully
- 2%       Not Identified

Somewhat
37%

Fully
10%

Not
Identified
2%

Not at All
51%

# Understanding re: Granting a Salary Increase

**Question: To what extent do you understand the criteria and procedures used for granting a salary increase to an employee?**
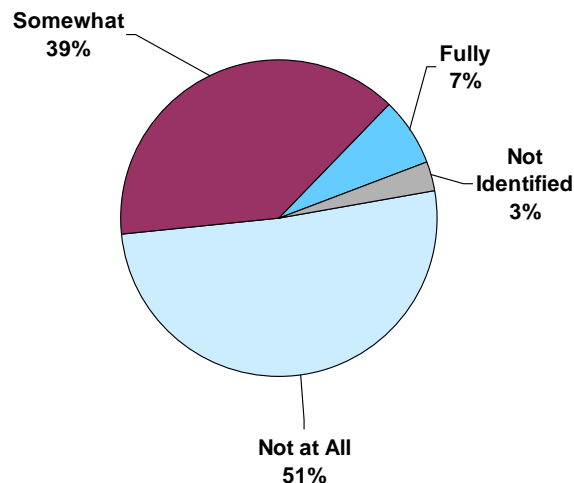
- 51%     Not at All
- 39%     Somewhat
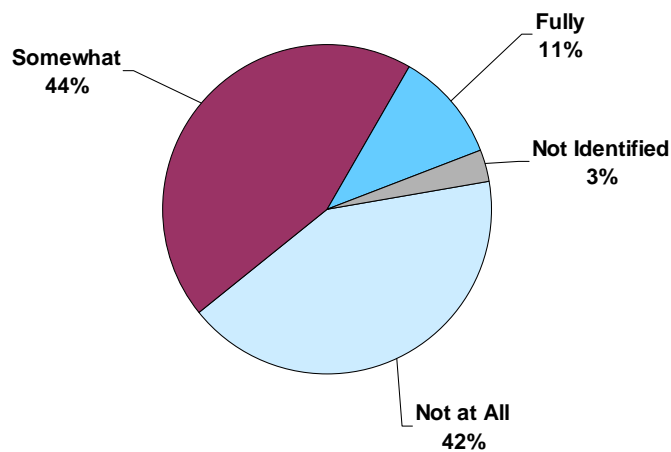- 7%       Fully
- 3%       Not Identified

# Understanding re: Applying for a Promotion

**Question: To what extent do you understand the criteria and procedures used for applying for a promotional opportunity?**

- 42%   Not at All
- 44%   Somewhat
- 11%   Fully
- 3%     Not Identified



Pie chart:
- Somewhat 44%
- Fully 11%
- Not Identified 3%
- Not at All 42%

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# Understanding re: Selection for Promotion

**Question: To what extent do you understand the criteria and procedures used for selecting a candidate for promotion?**

- 53%    Not at All
- 32%    Somewhat
- 11%    Fully
- 5%      Not Identified
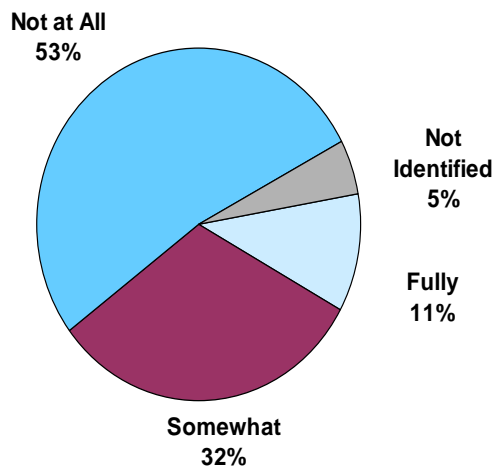
**Not at All**
**53%**

**Not Identified**
**5%**

**Fully**
**11%**

**Somewhat**
**32%**

# Effect of Term Appointments

**Question: If you are on a term appointment, do you think the fact you have a time-limited appointment affects the quality or productivity of your work?**

## All Respondents
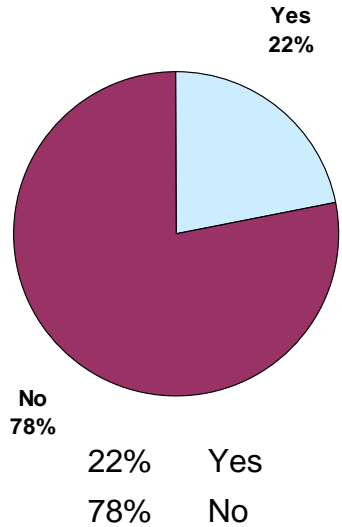
Yes
22%

No
78%

22%    Yes
78%    No

## Minority Respondents

Yes
31%

No
69%

31%    Yes
69%    No

## Non-Minority Respondents

Yes
14%

No
86%

14%    Yes
86%    No

# Effect of Term Appointments

**Question: If you are on a term appointment, do you think the fact you have a time-limited appointment affects your commitment to CNCS?**

### All Respondents



| | |
|---|---|
| 40% | Yes |
| 60% | No |

### Minority Respondents



| | |
|---|---|
| 44% | Yes |
| 56% | No |

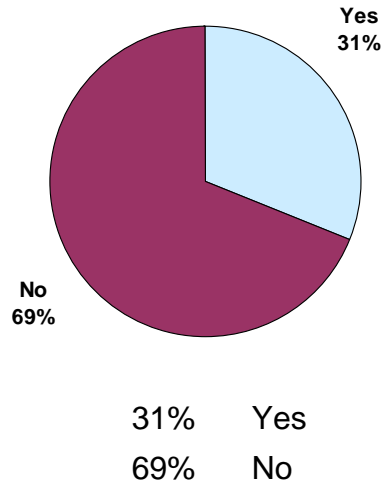### Non-Minority Respondents



| | |
|---|---|
| 43% | Yes |
| 57% | No |

# Effect of Term Appointments

**Question: If you are on a term appointment, do you think the fact you have a time-limited appointment affects your morale?**

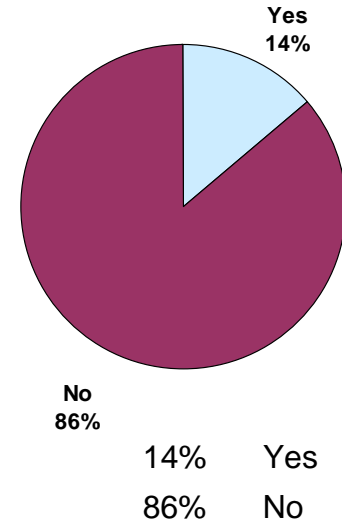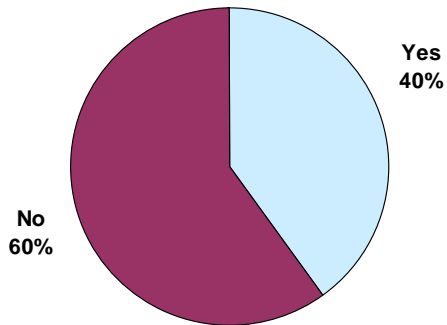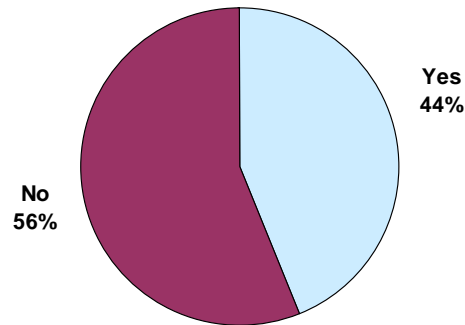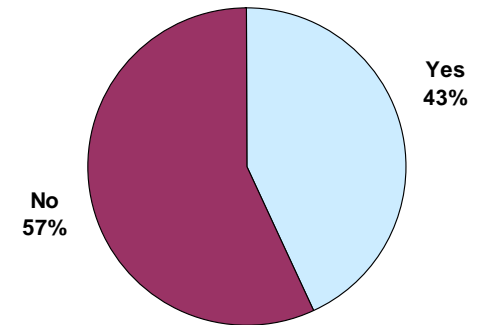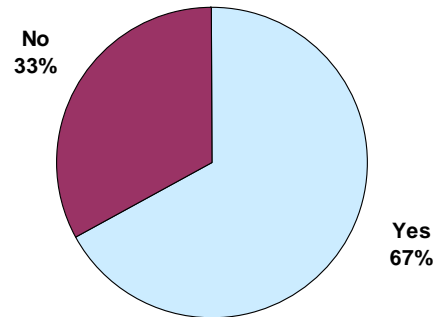| All Respondents | Minority Respondents | Non-Minority Respondents |
|---|---|---|



**All Respondents**

No 42%
Yes 58%
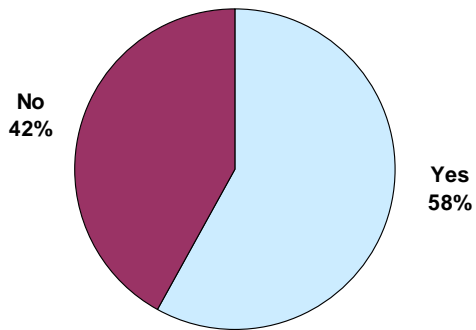
58%  Yes
42%  No

**Minority Respondents**

No 33%
Yes 67%

67%  Yes
33%  No

**Non-Minority Respondents**

No 46%
Yes 54%
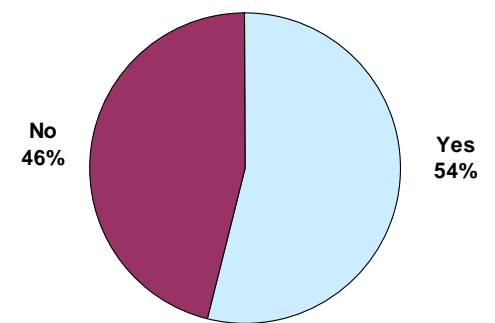
54%  Yes
46%  No

# Honest Broker

**Statement: If I have a personnel problem, there is someone in management I can go to who can help me solve the problem.**

## All Respondents



Disagree 29%
Strongly Disagree 15%
Strongly Agree 5%
No Opinion 9%
Agree 41%
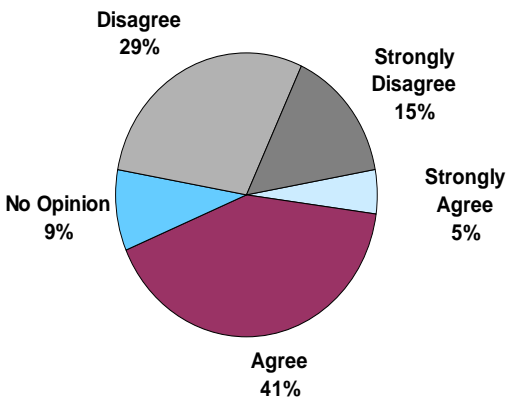
- 5%  Strongly Agree
- 41%  Agree
- 9%  No opinion
- 29%  Disagree
- 15%  Strongly Disagree

## Minority Respondents



Disagree 36%
Strongly Disagree 14%
Strongly Agree 5%
No Opinion 7%
Agree 38%
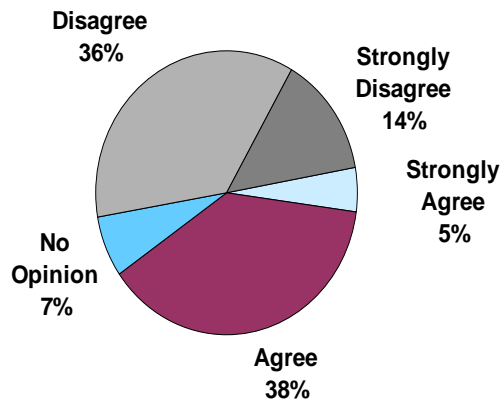
- 5%  Strongly Agree
- 38%  Agree
- 7%  No opinion
- 36%  Disagree
- 14%  Strongly Disagree

## Non-Minority Respondents



Disagree 27%
Strongly Disagree 17%
Strongly Agree 6%
No Opinion 12%
Agree 38%
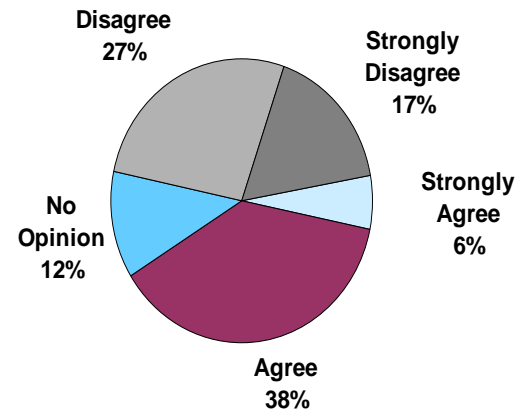
- 6%  Strongly Agree
- 38%  Agree
- 12%  No opinion
- 27%  Disagree
- 17%  Strongly Disagree

# Personnel Decisions Based on Merit

**Statement: I think most personnel decisions (e.g., hiring selections, promotions, salary increases) at the Corporation are made on the basis of merit.**

## All Respondents
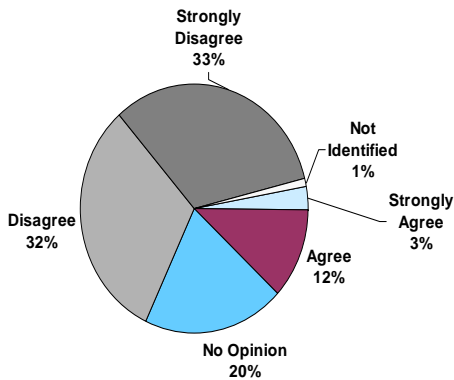


- 3%   Strongly Agree
- 12%   Agree
- 20%   No opinion
- 32%   Disagree
- 33%   Strongly Disagree
- 1%   Not Identified

## Minority Respondents
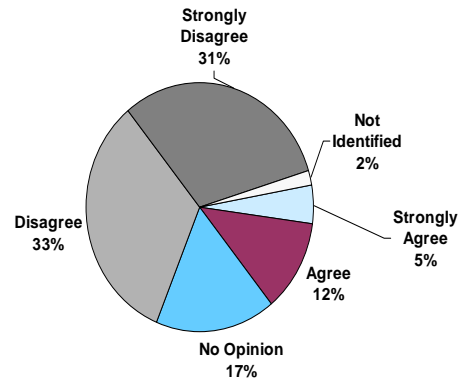


- 5%   Strongly Agree
- 12%   Agree
- 17%   No opinion
- 33%   Disagree
- 31%   Strongly Disagree
- 2%   Not Identified

## Non-Minority Respondents



- 2%   Strongly Agree
- 10%   Agree
- 23%   No opinion
- 33%   Disagree
- 33%   Strongly Disagree

**Deloitte & Touche**

# Performance Recognized

**Statement: I think my performance is recognized and appreciated by my managers.**

## All Respondents



- 8%    Strongly Agree
- 46%    Agree
- 12%    No opinion
- 23%    Disagree
- 9%    Strongly Disagree
- 2%    Not Identified

## Minority Respondents



- 7%    Strongly Agree
- 38%    Agree
- 10%    No opinion
- 26%    Disagree
- 17%    Strongly Disagree
- 2%    Not Identified

## Non-Minority Respondents



- 6%    Strongly Agree
- 52%    Agree
- 12%    No opinion
- 25%    Disagree
- 4%    Strongly Disagree
- 2%    Not Identified

**Deloitte & Touche**

# Opportunity for Advancement

**Statement: I think I have a good opportunity for advancement at the Corporation.**
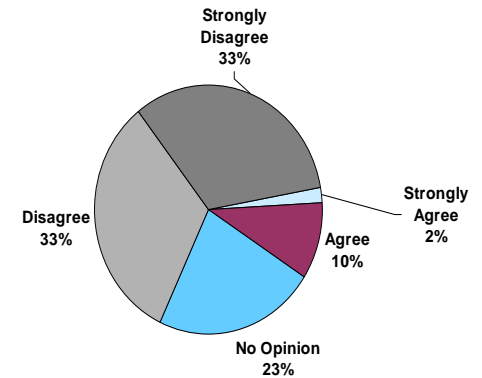
## All Respondents



- 1%    Strongly Agree
- 10%   Agree
- 16%   No opinion
- 41%   Disagree
- 30%   Strongly Disagree
- 2%    Not Identified

## Minority Respondents



- 2%    Strongly Agree
- 0%    Agree
- 14%   No opinion
- 52%   Disagree
- 29%   Strongly Disagree
- 2%    Not Identified

## Non-Minority Respondents



- 0%    Strongly Agree
- 13%   Agree
- 15%   No opinion
- 38%   Disagree
- 31%   Strongly Disagree
- 2%    Not Identified

**Deloitte & Touche**

**Statement: I think the performance appraisal process is useful to me as an employee in identifying my strengths and areas where I can improve.**

| All Respondents | Minority Respondents | Non-Minority Respondents |
|---|---|---|



**All Respondents**

- 3%   Strongly Agree
- 30%   Agree
- 16%   No opinion
- 33%   Disagree
- 16%   Strongly Disagree
- 2%   Not Identified

**Minority Respondents**
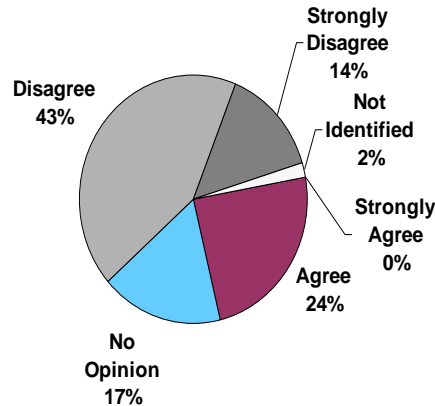
- 0%   Strongly Agree
- 24%   Agree
- 17%   No opinion
- 43%   Disagree
- 14%   Strongly Disagree
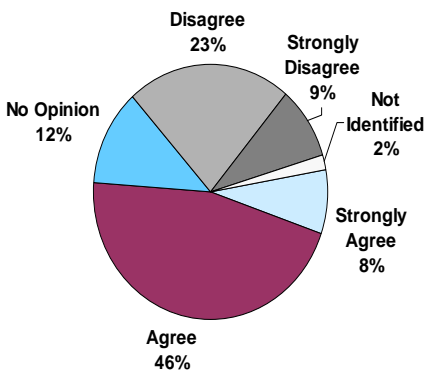- 2%   Not Identified

**Non-Minority Respondents**

- 2%   Strongly Agree
- 37%   Agree
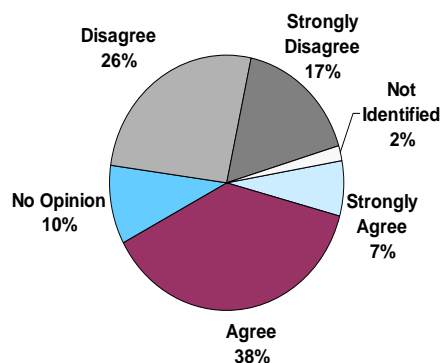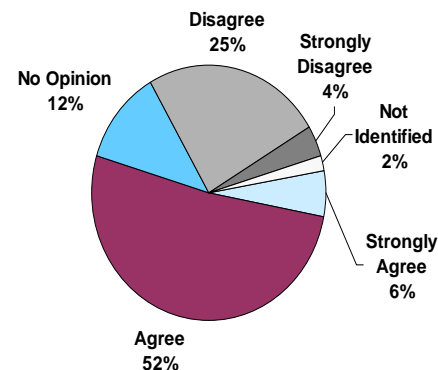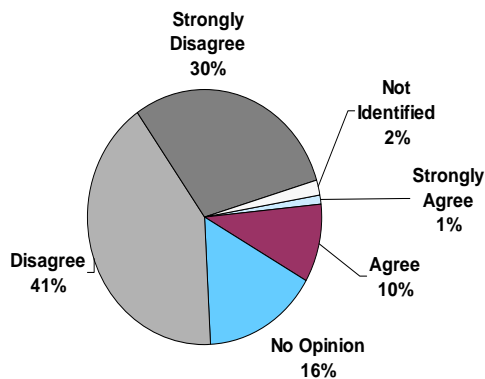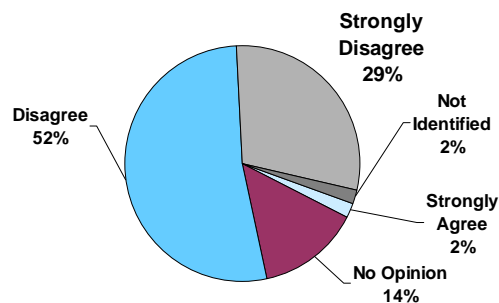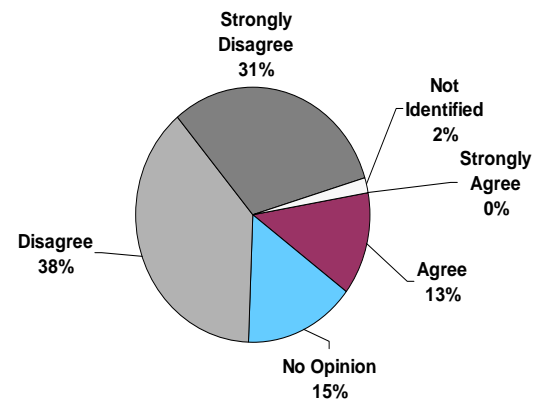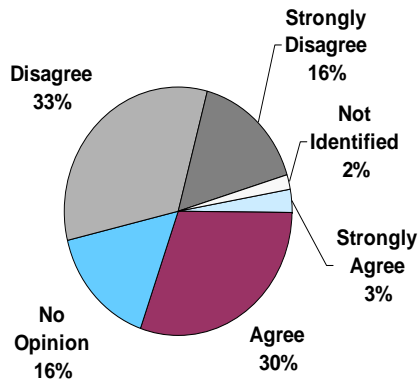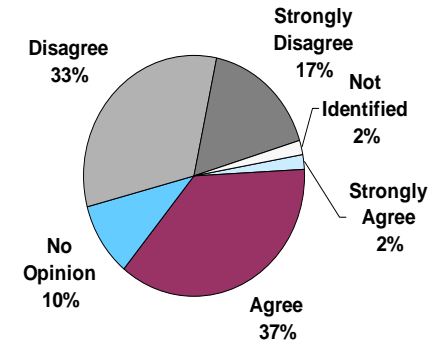- 10%   No opinion
- 33%   Disagree
- 17%   Strongly Disagree
- 2%   Not Identified

*This questionnaire is designed to solicit views and perceptions from CNCS employees and managers as part of a study being conducted for the Office of the Inspector General. Information collected through this process will be provided in aggregate form, and will not be attributed to any individual employee. Your candid and thoughtful comments are critical, and will be protected.*

## SECTION 1: BACKGROUND

1.  How long have you been working in your career (at the Corporation and elsewhere)? _____

2.  How long have you been with the Corporation or predecessor organization (e.g., Action)? _____

3.  Current grade or pay band?               _____

4.  Current department?                      _____

5.  Current geographic location?             _____

6.  Gender? (circle one)               Female          Male

7.  Ethnic background? (circle one):  • African-American  • Asian/Pacific Islander  • Caucasian
    • Hispanic/Latino.  • Native American/Alaskan Native  • Other _____

8.  Current appointment type? (circle one)       Term      GS      General        Other _____

9.  If you are on a term appointment:
    a.  When did your current appointment begin?_____
    b.  How long is the term?    _____
    c.  If you had a previous term appointment, how long was the term?  _____

10. Have you always had this kind of appointment at the Corporation?    Yes     No

    If No, what kind of appointment did you have previously? _____

11. Have you worked in any other Federal Government organization?            Yes     No

    If Yes, where?_____

    Was your job GS or in an alternative personnel system?_____

## SECTION 2: ABOUT THE CORPORATION

12. What factors were most important in **attracting you** to the Corporation?
    Circle #1 = very important; #2 = somewhat important; #3 = least (or not) important.
    Please circle 4 factors in category #1 and 3 in each category #2 and #3.
    - 1  2  3    Geographic location of the office
    - 1  2  3    Mission of the Corporation
    - 1  2  3    Nature of the particular work you would be doing
    - 1  2  3    Salary level (or grade level)
    - 1  2  3    Opportunities for professional growth and career advancement
    - 1  2  3    Benefits (e.g., health insurance, retirement plan, etc.)
    - 1  2  3    Opportunity for financial rewards under the Alternative Personnel System
    - 1  2  3    Family friendly environment (e.g., flexible work schedules, amount of leave, etc.)
    - 1  2  3    Job security
    - 1  2  3    Nature of the people you would be working with (e.g., professional, collegial, etc.)

13. Now that you are with CNCS, what factors are most important in **keeping you** at the Corporation?
#1 = very important; #2 = somewhat important; and #3 = least (or not) important).  Once again, please circle 4 factors in category #1 and 3 in each category #2 and #3.

    1   2   3   Geographic location of the office

    1   2   3   Mission of the Corporation

    1   2   3   Nature of the particular work you are doing

    1   2   3   Salary level (or grade level)

    1   2   3   Opportunities for professional growth and career advancement

    1   2   3   Benefits (e.g., health insurance, retirement plan, etc.)

    1   2   3   Opportunity for financial rewards under the Alternative Personnel System

    1   2   3   Family friendly environment (e.g. flexible work schedules, amount of leave, etc.)

    1   2   3   Job security

    1   2   3   Nature of the people you are working with (e.g., professional, collegial, etc.)

14. In your view, what are the **3 best things** about working for the Corporation? (in order of importance).

    1.

    2.

    3.

15. In your view, what are the **3 least-attractive things** about working for the Corporation? (or things you would most like to see changed?)   (in order of importance).

    1.

    2.

    3.

16. Please circle the extent you agree or disagree with the following statements (circle one):

- Overall, I think I get enough information from management about issues affecting the Corporation.

Strongly Agree    Agree    No opinion    Disagree    Strongly Disagree

- Overall, I think I get enough information from my supervisors and managers about issues important to my job.

Strongly Agree    Agree    No opinion    Disagree    Strongly Disagree

- Overall, I think I am treated fairly by managers in my department.

Strongly Agree    Agree    No opinion    Disagree    Strongly Disagree

- Overall, I think I am treated fairly by the Corporation as a whole.

Strongly Agree    Agree    No opinion    Disagree    Strongly Disagree

- I think the Corporation values diversity in the workforce.

Strongly Agree    Agree    No opinion    Disagree    Strongly Disagree

## SECTION 3: ABOUT THE ALTERNATIVE PERSONNEL SYSTEM

17. Overall, how much do you know about the policies and procedures of the Alternative Personnel System (APS), for appointments, promotions, salary increases, and performance awards? (place an X in one)

_____ Very little knowledge

_____ Some knowledge

_____ Considerable knowledge

_____ Extensive knowledge

18. If you have a question about the APS, where do you go for an answer? (place an X in one)

_____ Your supervisor or manager

_____ APS Handbook

_____ HR office

_____ Other _____

19. To what extent do you understand the criteria and procedures for:

**(circle appropriate answer)**

- Determining the length of a term appointment?          Fully   Somewhat   Not at all

- Deciding whether a term appointment will be renewed?    Fully   Somewhat   Not at all

- Awarding a performance bonus to an employee?            Fully   Somewhat   Not at all

- Granting a salary increase to an employee?              Fully   Somewhat   Not at all

- Applying for a promotion opportunity?                   Fully   Somewhat   Not at all

- Selecting a candidate for promotion?                    Fully   Somewhat   Not at all

20. If you are on a term appointment, do you think the fact you have a time-limited appointment affects: (circle one)

- The quality or productivity of your work?               Yes   No

- Your commitment to the Corporation?                     Yes   No

- Your morale?                                            Yes   No

21. Please indicate the extent you agree or disagree with the following statements (circle one):

   - If I have a personnel problem, there is someone in management I can go to who will help me solve the problem.

   Strongly Agree        Agree              No opinion        Disagree          Strongly Disagree

   - I think most personnel decisions (e.g., hiring selections, promotions, salary increases) at the Corporation are made on the basis of merit.

   Strongly Agree        Agree              No opinion        Disagree          Strongly Disagree

   - I think my performance is recognized and appreciated by my managers.

   Strongly Agree        Agree              No opinion        Disagree          Strongly Disagree

   - I think I have a good opportunity for advancement in the Corporation.

   Strongly Agree        Agree              No opinion        Disagree          Strongly Disagree

   - I think the performance appraisal process is useful to me as an employee in identifying my strengths and areas where I can improve.

   Strongly Agree        Agree              No opinion        Disagree          Strongly Disagree


22. If you could change any three things about the Corporation's personnel system, what would they be?

   1.



   2.



   3.



23. Do you have any additional thoughts or comments about issues we haven't covered that you think are important for this study?