Survey on the Future of Government Service (SFGS)
Screen Dumps


The purpose of this survey is to find out more about the backgrounds, career paths, political views, and job experiences of our nation’s federal executives. Your input will help us get a better understanding of the current and future state of the public service in the United States. The survey should take you about 20 minutes to complete. We would like to remind you that your answers are completely confidential and that your participation in the survey is voluntary. The results of the survey will be reported as aggregate statistics so that it will be impossible to identify individual survey respondents. You should feel free to express your views openly and honestly. Of course, you are also free to refuse to answer any questions along the way. If you have any questions, please contact sfgs@princeton.edu.

Please indicate if you want to participate:

- YES, I would like to participate in the survey
- NO, I do not want to participate

Please navigate through the survey using the "Previous" and "Next Screen" buttons in the lower left-hand corner of each screen. Please do not use your browser’s navigation buttons or navigation buttons on your mouse.

NEXT SCREEN

Your opinions are very important to us. We understand that you’re asked to complete many online surveys and that your time is valuable. This confidential survey will provide us with vital information and your input will help us get a better understanding of the current and future state of the public service in the United States.

Would you like to proceed?

- OK, I’ll take the survey
- No, I do not want to participate

PREVIOUS NEXT SCREEN
Are you currently a:

- Senate-confirmed appointee (PAS)
- Noncareer member of the Senior Executive Service (NA)
- Career member of the Senior Executive Service (CA)
- Career member of the Senior Foreign Service (FSO)
- Schedule C appointee (Sch C)
- Career civil servant (not a member of the Senior Executive Service)
- Other (please specify)

PREVIOUS NEXT SCREEN

About how many years, in total, have you been employed in the following?

Please include all positions and all time periods even if it has not been continuous (round to the nearest year).

- Current position
- Current department or agency
- Federal government (including your current department or agency)
- Private sector
- Not-for-profit sector
- Other public sector (e.g., state or local government)

Across your entire career, how long have you taken out to do the following:

(round to the nearest year)

- Start a family or raise children
- Care for a sick or elderly relative

Have you worked in any other departments or agencies?

- Yes
- No
What other departments or agencies have you worked in? (mark all that apply)

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of Veterans Affairs
- Department of the Interior
- Department of the Treasury
- African Development Foundation
- Appalachian Regional Commission
- Broadcasting Board of Governors
- Commission on Civil Rights
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Corporation for National and Community Service
- Defense Nuclear Facilities Safety Board
- Environmental Protection Agency
- Equal Employment Opportunity Commission
- Export-Import Bank of the United States
- Farm Credit Administration
- Federal Communications Commission
- Federal Deposit Insurance Corporation
- Federal Election Commission
- Federal Mine Safety and Health Review Commission
- Federal Trade Commission
- General Services Administration
- National Aeronautics and Space Administration
- National Archives and Records Administration
- National Science Foundation
- National Labor Relations Board
- Nuclear Regulatory Commission
- National Science Foundation
- Office of Personnel Management
- Peace Corps
- Railroad Retirement Board
- Securities and Exchange Commission
- Small Business Administration
- Social Security Administration
- U.S. Agency for International Development
- U.S. International Trade Commission
- Other (please specify).
Does your job deal directly with decisions about:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement or the content of contracts with private firms?</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>Licenses or loans granted to private firms or citizens?</td>
<td>o</td>
<td></td>
</tr>
<tr>
<td>Grants to state and local governments, other organizations, or individuals?</td>
<td>o</td>
<td></td>
</tr>
</tbody>
</table>

In your role as a federal executive, about how many federal civilian employees are under your supervision?

In your role as a federal executive, about how many contract employees are under your supervision?

Do you work mainly at your agency’s headquarters office (typically in Washington, DC) or in a field location?

- Headquarters
- Field

Which field location (e.g. city, state)?

How often do you have contact with members or staff from your region’s congressional delegation?

- Daily
- Weekly
- Monthly
- Rarely
- Never
- Don’t Know/Not Applicable
### How often do former agency employees in the following groups accept jobs with firms that do business with your agency?

<table>
<thead>
<tr>
<th>Group</th>
<th>Frequently</th>
<th>Regularly</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political appointees</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Senior civil servants</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Low or mid-level civil servants</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

### How often do former agency employees in the following groups accept jobs with firms that are regulated by your agency?

<table>
<thead>
<tr>
<th>Group</th>
<th>Frequently</th>
<th>Regularly</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political appointees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior civil servants</td>
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<tr>
<td>Low or mid-level civil servants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Prior to your current position, have you ever been (check all that apply):

- a Senate-confirmed appointee in a previous administration
- a Senate-confirmed appointee in this administration (in a different position)
- a noncareer member of the Senior Executive Service in a previous administration
- a noncareer member of the Senior Executive Service in this administration (in a different position)
- a schedule C appointee in a previous administration
- a schedule C appointee in this administration (in a different position)
- a career member of the Senior Executive Service (CA)
- a career member of the Senior Foreign Service (FSO)
- a career civil servant (not a member of the Senior Executive Service)
- an active duty military officer
- none of the above
Was your last job prior to your current appointed position in the career civil service, career SES ranks, as a military officer, or foreign service officer?

- Yes
- No

Prior to your current position, have you ever worked in or for (check all that apply):

- the White House
- the Congress as a staff member to a Representative or Senator (please identify)
- the Congress as a staff member of a congressional committee
- the national political party (e.g. RNC, DNC, DOCC, NRCC)
- a state or local political party
- the 2000 presidential campaign organization
- the 2004 presidential campaign organization
- any other presidential campaign organization
- a professional association (e.g. U.S. Chamber of Commerce, National Governors Association, etc.)
- a labor union (e.g. United Auto Workers, AFL-CIO, American Federation of Teachers etc.)
- a business, organization, or group that was regulated by your agency
- a think tank (Heritage Foundation, Brookings Institution, Urban Institute, etc.)
- other liberal political groups (e.g. moveon.org, National Organization for Women etc.)
- other conservative political groups (e.g. National Rifle Association, Focus on the Family etc.)
- none of the above
Now thinking about your original decision to enter government service, how important were each of the following in your decision?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very important</th>
<th>Important</th>
<th>Moderately important</th>
<th>Not too important</th>
<th>Not important at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and benefits</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Desire to make a difference</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Opportunity to make use of your skills and abilities</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Opportunities for advancement</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Personal request by higher level agency official</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Geographic location</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Opportunity to influence policy</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Support for the agency’s mission and work</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Enthusiasm for the party/person in power in the White House</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Desire to serve the country</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

Other reason for originally entering public service (Please specify):

- Very important
- Important
- Moderately important
- Not too important
- Not important at all

Have you ever been a political appointee in the federal government?

- Yes
- No
What type? (mark all that apply)

- Senate-confirmed appointee
- Noncareer member of the Senior Executive Service
- Schedule C appointee
- Other type of appointee (please specify)

PREVIOUS    NEXT SCREEN

Did you convert directly from an appointee job to a career position?

- Yes
- No

PREVIOUS    NEXT SCREEN
How likely is it that you will leave your agency in the next 12 months?

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely
- Not sure

PREVIOUS    NEXT SCREEN

If you plan to leave your present agency, would you be:

- Retiring
- Resigning from federal government for a job in the private sector
- Moving to another job within the federal government
- Other (please specify).

PREVIOUS    NEXT SCREEN
How important are each of these factors for your decision to stay or leave?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Very important</th>
<th>Important</th>
<th>Moderately</th>
<th>Not too</th>
<th>Not important at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desire to make more of a difference</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Problems with political appointees</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Problems with White House</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Problems with Congress</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Opportunity to make better use of your skills and abilities</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Increased opportunities for advancement</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Opportunity to earn more money</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Opportunity for recognition for performance</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Opportunity to change to a different type of work</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Opportunity for greater organizational stability</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Policy disagreement with current administration</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Poor treatment under pay-for-performance</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Loss of meaningful influence over agency policy</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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</tr>
</tbody>
</table>

That completes the first section of the questionnaire.

Now we’d like to ask some questions about your political views.
Remember, answers to these questions are completely confidential.
In politics today, do you consider yourself to be a:

- Republican
- Democrat
- Independent
- Other (please specify):
- Don't Know

As of today do you lean more to the

- Republican Party
- Democratic Party
- Don't Know
In general, would you describe your political views as:

- Very conservative
- Conservative
- Somewhat conservative
- Moderate
- Somewhat liberal
- Liberal
- Very liberal
- Don't Know

In addition to the general political background of executive officials, we are also interested to know your personal opinion about several key votes in Congress in the last few years. Specifically, would you have supported the following measures?

<table>
<thead>
<tr>
<th>Measure</th>
<th>Yes</th>
<th>No</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>A bill to authorise electronic surveillance of suspected terrorists</td>
<td></td>
<td></td>
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<tr>
<td>without obtaining court approval (502/H.R.522)</td>
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<tr>
<td>A bill to ensure access to federal courts for individuals</td>
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<tr>
<td>who challenge government use of eminent domain to take their property</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(511/H.R.4772)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Efforts to amend the Constitution to prohibit desecration of the U.S. flag (189/S.J.Res.12)</td>
<td></td>
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</tr>
<tr>
<td>A bill to require photo identification and proof of citizenship</td>
<td></td>
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<tr>
<td>for voters in a federal election. (45/H.R.4844)</td>
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<tr>
<td>A bill to create federal grants to support sex education programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(214/S.403)</td>
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<tr>
<td>A bill to halt deployment of space-based missile defense systems</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>(142/H.R.5122)</td>
<td></td>
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</tr>
<tr>
<td>A bill to increase the minimum wage to $7.25 per hour in two years</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>(179/S.2766)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A bill to prohibit funds for contracts with companies that incorporate offshore to avoid U.S. taxes (276/H.R.576)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A measure to amend the Constitution to define marriage as the union of a man and a woman (378/H.J.Res.88)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A bill to permit federal funds for embryonic stem-cell research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(206/H.R.810)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Confirmation of Samuel Alito as an associate justice on the Supreme Court (1/)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A bill to make it a federal crime to take a minor across state lines to obtain an abortion without parental notification or consent (216/S.403)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A bill to establish English as the national language and require immigrants to pass proficiency tests (133/S.2611)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A bill to permanently reduce estate taxes (315/H.R.5638)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Do you agree or disagree with the following statement: I generally approve of the changes the current administration’s political appointees and noncareer executives have made in my agency.

- Strongly agree
- Agree
- Not sure
- Disagree
- Strongly disagree

You have completed the second section of the questionnaire.

We would now like to ask you some questions about the political environment of your work.
### How often do you have contact with:

<table>
<thead>
<tr>
<th></th>
<th>Daily</th>
<th>Weekly</th>
<th>Monthly</th>
<th>Rarely</th>
<th>Never</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>White House</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members or staff of congressional committees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Republicans in Congress or their staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Democrats in Congress or their staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest group representatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political appointees in your department or agency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### In general, how much influence do the following groups have over policy decisions in your agency?

<table>
<thead>
<tr>
<th></th>
<th>A great deal</th>
<th>A good bit</th>
<th>Some</th>
<th>Little</th>
<th>None</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democrats in Congress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Republicans in Congress</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Congressional committees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White House</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office of Management and Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior civil servants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political appointees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest group representatives</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Public opinion</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How many congressional committees would you estimate exercise active oversight of your agency?

- 0
- 1-2
- 3-4
- 5-6
- 7-9
- 9+

Of all the House committees, what committee’s jurisdiction overlaps most with the work of your agency or program?

Of all the Senate committees, what committee’s jurisdiction overlaps most with the work of your agency or program?

Since you have been in your current position, has the number of political appointees or noncareer executives in your department or agency:

- Increased significantly
- Increased
- Stayed about the same
- Decreased
- Decreased significantly
- Don’t know
Thinking about the personnel in your agency, in general how responsive are these different groups to the policy decisions or pronouncements of Congress?

<table>
<thead>
<tr>
<th></th>
<th>Very responsive</th>
<th>Somewhat responsive</th>
<th>Not responsive at all</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political appointees</td>
<td>○ 5</td>
<td>○ 4</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Senior career civil servants</td>
<td>○ 3</td>
<td>○ 2</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>Low to mid-level civil servants</td>
<td>○ 2</td>
<td>○ 1</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>Contract employees</td>
<td>○ 1</td>
<td>○ 0</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

Thinking about the personnel in your agency, in general how responsive are these different groups to the policy decisions or pronouncements of the President and his political appointees?

<table>
<thead>
<tr>
<th></th>
<th>Very responsive</th>
<th>Somewhat responsive</th>
<th>Not responsive at all</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political appointees</td>
<td>○ 5</td>
<td>○ 4</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Senior career civil servants</td>
<td>○ 3</td>
<td>○ 2</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>Low to mid-level civil servants</td>
<td>○ 2</td>
<td>○ 1</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>Contract employees</td>
<td>○ 1</td>
<td>○ 0</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

Please indicate your level of agreement or disagreement with each of the following statements about your job and work setting:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy decisions concerning my agency are based upon evidence</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>rather than ideological beliefs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of Congress regularly weigh in on the selection of appointed</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>executives in my agency.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The extent of White House involvement in agency decisions has increased</td>
<td>○</td>
<td>○</td>
<td></td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>in the last few years.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Members of Congress regularly weigh in on the selection of career</td>
<td>○</td>
<td>○</td>
<td></td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>executives in my agency.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Among the career managers in my agency I have a pretty good idea of who</td>
<td>○</td>
<td>○</td>
<td></td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>is a Democrat and who is a Republican.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The extent of congressional involvement in agency decisions has</td>
<td>○</td>
<td>○</td>
<td></td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>increased in the last few years.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In my agency the policy or political views of career professionals at the</td>
<td>○</td>
<td>○</td>
<td></td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>GS-12 to GS-15 level influences their chances for promotion or</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>attractive assignments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The political appointees in my agency tend to be selected more for</td>
<td>○</td>
<td>○</td>
<td></td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>competence and experience than campaign or political</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>experience/connections.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PREVIOUS  NEXT SCREEN
There has been some discussion recently about political appointees “burrowing” into the civil service, either by taking jobs in the civil service or having their positions converted to civil service positions. Are you personally aware of cases in your own agency where this has occurred either in the current administration or the Clinton administration?

- Yes
- No

How many times have political appointees converted to career status in the agency or program you currently manage since January 2001 (Bush Administration)?

How many times have political appointees converted to career status in the agency or program you currently manage during 2001-2006 (Bush Administration)?

How many times have political appointees converted to career status in the agency or program you currently manage during 1997-2000 (Clinton administration)?
You have now completed three sections of the questionnaire.
The next questions are about government performance and your views on the future of public service.

[Images of a questionnaire interface with response options for competency ratings of different job categories.]

**Now thinking about the people, apart from yourself, who work in your agency, in general, how competent are the following?**

<table>
<thead>
<tr>
<th>Category</th>
<th>Extremely Competent</th>
<th>7</th>
<th>6</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>Not at all Competent</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political appointees</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Senior civil servants</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Low to mid-level civil servants</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Contract employees</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Presidential management fellows</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Necessary expertise for my job can only be gained through experience</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>working in my agency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In my agency hard work is rewarded</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Risk taking behavior is rewarded</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Career personnel in my agency are diligent to carry out policy</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>decisions they disagree with</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People at my level are regularly approached about higher paying jobs</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>in the private or nonprofit sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Next Screen

Did any programs in your agency get reviewed as part of the Program Assessment Rating Tool (PART) process?

- Yes
- No
- Don't Know

Next Screen
How much time and effort did your agency put into the Program Assessment Rating Tool (PART) process?

- 5 Tremendous amount
- 4 Significant amount
- 3 Moderate amount
- 2 Some time
- 1 Not much at all
- Don't Know

To what extent did the PART pick up real differences in program performance among programs in your agency?

- 5 Almost always reflected real differences
- 4 Generally reflected real differences
- 3 Sometimes reflected real differences
- 2 Rarely reflected real differences
- 1 PART scores have no connection to real performance
- Don't Know

To what extent did PART scores influence the president's budget request for the program(s) evaluated?

- 5 Tremendous amount
- 4 Significant amount
- 3 Moderate amount
- 2 Small amount
- 1 Not much at all
- Don't Know

To what extent did PART scores influence the eventual appropriations for the program(s) evaluated?

- 5 Tremendous amount
- 4 Significant amount
- 3 Moderate amount
- 2 Small amount
- 1 Not much at all
- Don't Know
Would you recommend that a young person to work in the public service today?

- Definitely yes
- Yes
- Maybe
- No
- Definitely no
- Don't Know

For students interested in public service who want to get a graduate degree, what type of degree(s) would you recommend?

(mark more than one for joint degree)

- Master of Public Policy (MPP)
- Master of Public Affairs/Public Administration (MPA)
- Doctor of Medicine (MD)
- Master of Public Health (MPH)
- Doctor of Philosophy (PhD)
- Master of Business Administration (MBA)
- Doctor of Education (EdD)
- Juris Doctor (JD)
- Other Master's (please specify)
- No graduate degree is recommended
There has recently been a growth in public policy and public affairs programs nationwide. When you encounter job candidates with such degrees, what skills do you assume they have? (please list)

- Microeconomics
- Macroeconomics
- Statistics/Econometrics
- Program evaluation
- Negotiation
- Public speaking
- Cost-benefit analysis
- Survey research methods
- Knowledge of policy process
- Public Management
- Organizational behavior
- Leadership
- Ethics
- Other (please specify):
- Don’t Know
There has been some discussion lately about the creation of a U.S. Public Service Academy to train civil servants. Do you support the creation of such an academy?

- Yes
- No

In your view, would such an academy help meet the ongoing human capital needs of your agency?

- Yes
- No

What skills or training have you received that has been the most useful to you in your current job?

Almost finished!
We have just a few more questions about you.
Are you or will you become eligible to retire in the next 12 months?

- [ ] Yes
- [ ] No
- [ ] Don't Know

Previous  Next Screen

What is the highest level of education you completed in school?

- [ ] High school degree or less
- [ ] Some college
- [ ] College graduate
- [ ] Some post-graduate work
- [ ] Graduate degree

Previous  Next Screen

85% Completed
Which college or university did you attend for your undergraduate degree?

What degrees have you completed? (mark all that apply)
- Juris Doctor (JD)
- Doctor of Medicine (MD)
- Master of Public Policy (MPP)
- Master of Public Affairs/Public Administration (MPA)
- Master of Business Administration (MBA)
- Master of Public Health (MPH)
- Doctor of Philosophy (PhD)
- Doctor of Education (EdD)
- Other Masters (please specify)
- Other (please specify)

From which institution did you receive your highest or most recent degree?

After your degree was your first job in the
- Private sector
- Nonprofit sector
- Public sector
What is your race? (mark all that apply)

- Hispanic or Latino
- Black/African American
- Asian
- White
- American Indian/Alaskan Native
- Other (please specify).

What state are you originally from?

[Select a state]

In what state have you lived more than any other?

[Select a state]

What is your pay level/system?

- Executive Schedule I
- Executive Schedule II
- Executive Schedule III
- Executive Schedule IV
- Executive Schedule V
- Senior Executive (ES)
- Senior Foreign Service (SFS)
- Senior Level or Scientific and Professional (SL/ST)
- General Schedule (GS) 15
- General Schedule (GS) 14
- Other (please specify).

What is your sex?

- Male
- Female

What is your age?

[Enter age]
Is there anything else you would like to tell us?

PREVIOUS  NEXT SCREEN

Would you be willing to answer a short follow up web survey in the future, say one year from now, to get your updated views about the political views, health, and future of the public service?

- Yes
- No

PREVIOUS  NEXT SCREEN
Which email address should we use?

- The email used to contact me about this survey
- A different email address (please specify)

PREVIOUS NEXT SCREEN

Thank You!

Please press "SUBMIT" to complete the survey.

PREVIOUS SUBMIT