## Consent and Agency Identification

**Welcome to the 2014 Survey on the Future of Government Service.** Our nation faces many challenges and public servants play a critical role in addressing those challenges. Your participation in this survey will provide important insight into the current state of our federal executive branch agencies. Effective execution of public responsibilities and attracting the most talented among us to public service are paramount concerns. There is simply no better source of information about how to achieve these objectives than our current public servants. You have been specifically chosen to take this survey and will represent thousands of your colleagues. Your background, experiences, and policy views are essential to helping us understand the current state of government service and how best to make progress.

Your participation in this research study is voluntary. Before you decide to participate in this study, it is important that you understand why the research is being done and what it will involve.

**Purpose of the research:** This survey seeks to find out more about the backgrounds, career paths, policy 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.

**Study Procedures:** The survey should take about 15 minutes to complete. It can be completed online or on paper.

**Confidentiality:** All records from this study will be kept confidential. The results of the survey will be reported as aggregate statistics so that the identities of individual survey respondents cannot be inferred. Research records will be stored securely in locked file cabinets and/or on encrypted, password-protected computers. The research team will be the only persons who will have access to the survey data.

**Benefit and Risk:** The main benefit of the study will be to provide evidence-based proposals for improving government performance. The only risks associated with participation in this study are consequences that might result from unauthorized use or theft of the survey responses. The research team conducting the study has taken all necessary precautions to minimize the risk of accidental disclosure or theft of confidential data.

**Compensation:** Participants in this survey will not receive any compensation.

**Whom to contact with questions:**

1.   PRINCIPAL INVESTIGATORS:

      David Lewis, Ph.D. and Charles Cameron, Ph.D.
      Survey Research Center
      Princeton University
      Phone: (866) 386-0478
      psrc@princeton.edu

2.    If you have questions regarding your rights as a research subject, or if problems arise which you do not feel you can discuss with the Investigators, please contact the Institutional Review Board at:

      Human Research Protection Program
      Vanderbilt University
      Phone: (866) 224-8273
      Email: rita.hardison@vanderbilt.edu
      Protocol #: 140905
      Approval date: June 13, 2014

      Institutional Review Board
      Princeton University
      Phone: (609) 258-0865
      Email: irb@princeton.edu
      Protocol #: 6855
      Approved: August 13, 2014

I understand the information presented above and that:

A.   My participation is voluntary, and I may withdraw my consent and discontinue participation in the project at any time. My refusal to participate will not result in any penalty.

B.   By agreeing to participate, I do not waive any legal rights or release Princeton University, Vanderbilt University, their agents, or the principal investigators from liability for negligence.

○ Yes, I would like to participate.

○

No, I do not want to participate.

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Your opinions are very important to us. We understand 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.

○ Okay, I'll take the survey.

○ No, I do not want to participate.

## Workplace Intro

Thank you for agreeing to participate in this important project. This survey is designed to be time efficient and will adapt to your answers; however, this results in a few instances where you cannot go back and change your answers.

Please use the navigation buttons at the bottom of the screen rather than your browser's forward or back buttons.

If at any point you stop in the middle of the survey, your answers will be saved and you can start again where you left off. Your progress is saved automatically. Simply close your browser to exit and use the same link or log-in information you used to begin the survey to continue.

Thank you, again!

Please select your workplace from the list below:

| ▼ |
|---|

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## Workplace Information

The work of public managers involves working with other federal agencies. We are interested in which federal agencies you have worked with most in the context of your current job. Please select the three agencies you have worked with the most in order of how often you work with them.

First:

| ▼ |
|---|

Second:

| ▼ |

Third:

| ▼ |

Does your job deal *directly* with decisions about:

| | Yes | No |
|---|:---:|:---:|
| Information management (e.g., Information Technology, Database Management) | ○ | ○ |
| Managing completion of agency priorities once priorities are set | ○ | ○ |
| Grants to state or local governments, other organizations, or individuals | ○ | ○ |
| Deciding what enforcement responsibilities to prioritize | ○ | ○ |
| Allocation of personnel to different jobs or offices | ○ | ○ |
| Budget formulation/proposals | ○ | ○ |
| Setting overall priorities in ${e://Field/Name} | ○ | ○ |
| Procurement and contract management | ○ | ○ |
| Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules | ○ | ○ |

The following questions will ask you about the Office of the United States Attorney without reference to districts. Please use your experience in the districts in which you have worked to answer generally about Offices of the United States Attorneys.

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

**Agency Capacity/Skills Rating (IND Miss0)**

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

Does ${e://Field/Name} have the skills necessary to implement effectively the core tasks given it by Congress and the president?

| Has none of the necessary skills | Has few of the necessary skills | Has some of the necessary skills | Has most of the necessary skills | Has almost all of the necessary skills | Has all of the necessary skills | Don't know |
|---|---|---|---|---|---|---|
| ○ | ○ | ○ | ○ | ○ | ○ | ○ |

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

Do ${e://Field/Name} have the skills necessary to implement effectively the core tasks given them by Congress and the president?

| Has none of the necessary skills | Has few of the necessary skills | Has some of the necessary skills | Has most of the necessary skills | Has almost all of the necessary skills | Has all of the necessary skills | Don't know |
|---|---|---|---|---|---|---|
| ○ | ○ | ○ | ○ | ○ | ○ | ○ |

Have the skills of ${e://Field/Name} worsened, improved, or stayed about the same during your time in ${e://Field/Name}?

| Much worse | Worse | About the same | Better | Much better | Don't know |
|---|---|---|---|---|---|
| ○ | ○ | ○ | ○ | ○ | ○ |

In your view, how skilled are the workforces of the following agencies?

| | Not at all skilled | | | | Very skilled | Not Applicable |
|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | |
| Department of Education | | | | | | ☐ |
| Department of Defense | | | | | | ☐ |

| | | | | | |
|---|---|---|---|---|---|
| Department of Agriculture | | | | | ☐ |
| ${q://QID273/ChoiceGroup/SelectedChoices} | | | | | ☐ |
| ${q://QID276/ChoiceGroup/SelectedChoices} | | | | | ☐ |
| Export-Import Bank of the U.S. | | | | | ☐ |
| Federal Home Loan Mortgage Corporation | | | | | ☐ |
| National Science Foundation | | | | | ☐ |
| Office of Management and Budget | | | | | ☐ |
| Department of Energy | | | | | ☐ |
| Department of State | | | | | ☐ |
| Office of Personnel Management | | | | | ☐ |
| Department of Health and Human Services | | | | | ☐ |
| Department of Homeland Security | | | | | ☐ |
| Department of Veterans Affairs | | | | | ☐ |
| Department of Housing and Urban Development | | | | | ☐ |
| Department of the Treasury | | | | | ☐ |
| Department of Labor | | | | | ☐ |
| ${q://QID275/ChoiceGroup/SelectedChoices} | | | | | ☐ |
| Department of Justice | | | | | ☐ |

| | | | | | |
|---|---|---|---|---|---|
| ${q://QID273/ChoiceGroup/SelectedChoices} | | | | | ☐ |
| Department of the Interior | | | | | ☐ |
| Department of Housing and Urban Development | | | | | ☐ |
| Consumer Financial Protection Bureau | | | | | ☐ |
| Department of Energy | | | | | ☐ |
| ${q://QID355/ChoiceGroup/DisplayedChoices} | | | | | ☐ |

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## Stakeholder Qs

To what extent do you agree or disagree with the following statements?

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|---|---|---|---|---|
| ${e://Field/NameC} is unable to recruit the best employees. | ○ | ○ | ○ | ○ | ○ |
| An inadequately skilled workforce is a significant obstacle to ${e://Field/Name} fulfilling its core mission. | ○ | ○ | ○ | ○ | ○ |
| An inadequately skilled workforce is a significant obstacle to my agency fulfilling its core mission. | ○ | ○ | ○ | ○ | ○ |
| ${e://Field/NameC} is able to retain its best employees. | ○ | ○ | ○ | ○ | ○ |
| I am confident in the ability of ${e://Field/Name} to successfully fulfill its core mission. | ○ | ○ | ○ | ○ | ○ |
| I recommend that a young person work in public service today. | ○ | ○ | ○ | ○ | ○ |
| I am confident in the ability of my agency to successfully fulfill its core mission. | ○ | ○ | ○ | ○ | ○ |

To what extent do you agree or disagree with the following statements?

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|---|---|---|---|---|
| ${e://Field/NameC} are unable to recruit the best | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| employees. | ○ | ○ | ○ | ○ | ○ |
| ${e://Field/NameC} are able to retain their best employees. | ○ | ○ | ○ | ○ | ○ |
| I recommend that a young person work in public service today. | ○ | ○ | ○ | ○ | ○ |
| I am confident in the ability of ${e://Field/Name} to successfully fulfill their core missions. | ○ | ○ | ○ | ○ | ○ |
| An inadequately skilled workforce is a significant obstacle to ${e://Field/Name} fulfilling their core missions. | ○ | ○ | ○ | ○ | ○ |

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To what extent do the following factors contribute to the difficulty ${e://Field/Name} has in maintaining a skilled workforce?

| | Not at all | Little | Some | A good bit | A great deal | Don't know |
|---|---|---|---|---|---|---|
| Lack of resources | ○ | ○ | ○ | ○ | ○ | ○ |
| Lack of proactive recruiting strategy | ○ | ○ | ○ | ○ | ○ | ○ |
| Political pressure to keep growth of workforce low | ○ | ○ | ○ | ○ | ○ | ○ |
| Lack of qualified applicant pool | ○ | ○ | ○ | ○ | ○ | ○ |
| Aging workforce with high employee retirement rate | ○ | ○ | ○ | ○ | ○ | ○ |
| Inadequate career growth opportunities for staff | ○ | ○ | ○ | ○ | ○ | ○ |
| Rigid civil service rules | ○ | ○ | ○ | ○ | ○ | ○ |
| Cannot compete with salaries offered by other employers | ○ | ○ | ○ | ○ | ○ | ○ |

To what extent do the following factors contribute to the difficulty ${e://Field/Name} have in maintaining a skilled workforce?

| | Not at all | Little | Some | A good bit | A great deal | Don't know |
|---|---|---|---|---|---|---|
| Inadequate career growth opportunities for staff | ○ | ○ | ○ | ○ | ○ | ○ |
| Rigid civil service rules | ○ | ○ | ○ | ○ | ○ | ○ |
| Cannot compete with salaries offered by other employers | ○ | ○ | ○ | ○ | ○ | ○ |
| Aging workforce with high employee retirement rate | ○ | ○ | ○ | ○ | ○ | ○ |
| Lack of resources | ○ | ○ | ○ | ○ | ○ | ○ |
| Lack of qualified applicant pool | ○ | ○ | ○ | ○ | ○ | ○ |
| Political pressure to keep growth of workforce low | ○ | ○ | ○ | ○ | ○ | ○ |
| Lack of proactive recruiting strategy | ○ | ○ | ○ | ○ | ○ | ○ |

## Private Sector Comparison Block

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

### What is the primary way that **non-managers** are promoted at ${e://Field/Name}?

○ Promotions are based solely on performance and ability

○ Promotions are based partly on performance and ability, and partly on other factors (for example, tenure or personal connections)

○ Promotions are based mainly on factors other than performance and ability (for example, tenure or personal connections)

○ Non-managers are not normally promoted

### What is the primary way that **managers** are promoted at ${e://Field/Name}?

○ Promotions are based solely on performance and ability

○ Promotions are based partly on performance and ability, and partly on other factors (for example, tenure or personal connections)

○ Promotions are based mainly on factors other than performance and ability (for example, tenure or personal connections)

○ Managers are not normally promoted

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

○ Within 6 months of identifying non-manager under-performance

○ After 6 months of identifying non-manager under-performance

○ Rarely or never

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

○ Within 6 months of identifying manager under-performance

○ After 6 months of identifying manager under-performance

○ Rarely or never

**OPM**
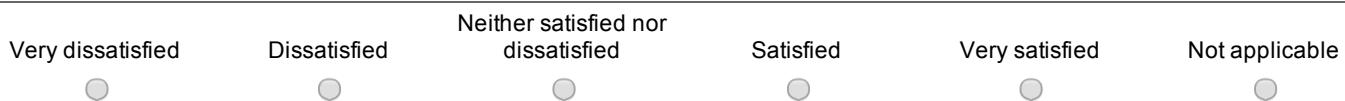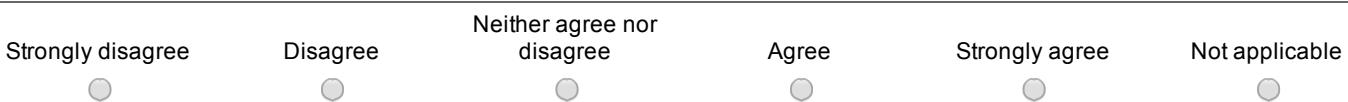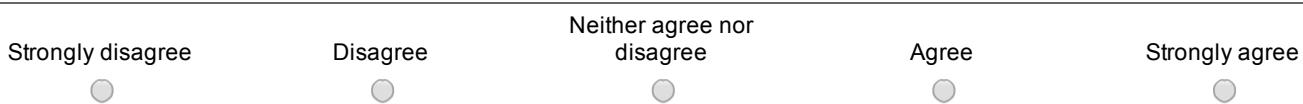
How satisfied were you with your onboarding experience into the Senior Executive Service?

| Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very satisfied | Not applicable |
|:---:|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ | ○ |
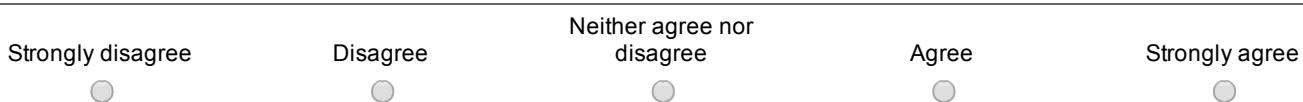
I am interested in becoming a member of the Senior Executive Service or a Senior Professional.

| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Not applicable |
|:---:|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ | ○ |

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

| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

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

| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

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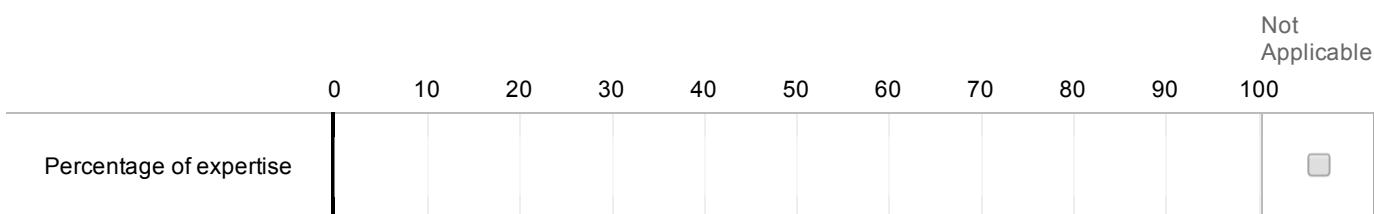
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**Agency Specific Exp/Exp Investment**
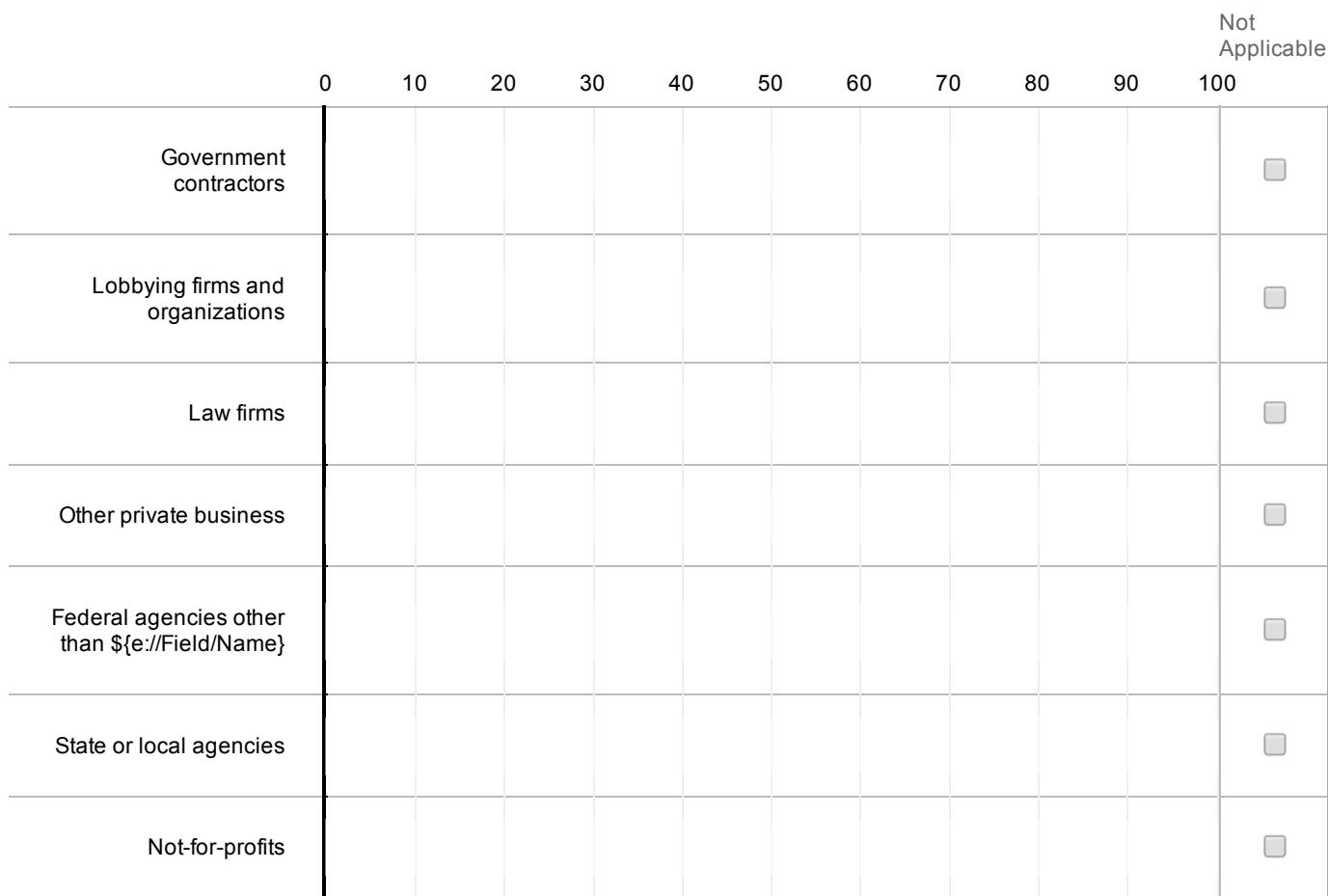
Some types of expertise can only be acquired by working in an agency (e.g., agency procedures, policy expertise). Other expertise can be acquired by working in lots of different organizations (e.g., communications skills, managing people).

What percentage of the expertise that you have acquired in ${e://Field/Name} can only be acquired by working in ${e://Field/Name}?

| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | Not Applicable |
|---|---|---|---|---|---|---|---|---|---|---|---|:---:|
| Percentage of expertise | | | | | | | | | | | | ☐ |

Of the types of expertise that can **only** be acquired by working in ${e://Field/Name} (e.g., agency procedures,

subject matter expertise) what percentage are valued by the following types of employers?

| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | Not Applicable |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Government contractors | | | | | | | | | | | | ☐ |
| Lobbying firms and organizations | | | | | | | | | | | | ☐ |
| Law firms | | | | | | | | | | | | ☐ |
| Other private business | | | | | | | | | | | | ☐ |
| Federal agencies other than ${e://Field/Name} | | | | | | | | | | | | ☐ |
| State or local agencies | | | | | | | | | | | | ☐ |
| Not-for-profits | | | | | | | | | | | | ☐ |

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## Have you been approached about a job outside ${e://Field/Name} since July 1, 2013?

○ Yes

○ No

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

☐ Government contractor

- ☐ Lobbying firms and organizations
- ☐ Law firms
- ☐ Other private business
- ☐ Federal agencies other than ${e://Field/Name}
- ☐ State or local agency
- ☐ Not-for-profits
- ☐ Other

    [_____]

We'd like to understand what you value about your job. How important are each of the following job attributes to you?

| | Not at all important | Not too important | Somewhat important | Important | Very important |
|---|---|---|---|---|---|
| Opportunities to support the mission of ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ |
| Opportunities to influence public policies that are important to me | ○ | ○ | ○ | ○ | ○ |
| Opportunities to develop professional skills to move to a job in the private sector | ○ | ○ | ○ | ○ | ○ |
| Salary and benefits | ○ | ○ | ○ | ○ | ○ |
| Job security | ○ | ○ | ○ | ○ | ○ |
| Opportunities to support the missions of ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ |
| Opportunities to develop professional skills to move to a higher job in the federal government | ○ | ○ | ○ | ○ | ○ |
| Work-life balance | ○ | ○ | ○ | ○ | ○ |

Since joining ${e://Field/Name} how often do you do each of the following in a typical calendar year?

| | Never | Rarely | Few times a year | Monthly | Weekly | Daily | Don't know |
|---|---|---|---|---|---|---|---|
| Consult subject matter experts at state agencies or | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

| | | | | | | |
|---|---|---|---|---|---|---|
| international agencies | | | | | | |
| Conduct or read academic research related to the policy jurisdictions of ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| Attend industry or trade conferences related to the policy jurisdictions of ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| Discuss policy with outside experts | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| Conduct or read academic research related to the policy jurisdiction of ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| Attend seminars or training related to the policy jurisdictions of ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| Read professional or trade journals | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| Attend industry or trade conferences related to the policy jurisdiction of ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| Attend seminars or training related to the policy jurisdiction of ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

How many hours per week do you USUALLY work at your job at ${e://Field/Name}?

[ ▼ ]

## Influence Rating (IND Miss0)

Government policy making often involves multiple agencies (e.g., commenting on proposed legislation, inter-agency task forces). When agencies participate in work that involves multiple agencies and diverse opinions, not all agencies operate on equal footing. Some have more influence than others.

In your experience, how influential are the following agencies in interactions involving multiple agencies?

| | Least influential | | | | Most influential | Not Applicable |
|---|:---:|:---:|:---:|:---:|:---:|:---:|
| | 1 | 2 | 3 | 4 | 5 | |
| Office of Management and Budget | | | | | | ☐ |
| Department of Energy | | | | | | ☐ |
| Department of the Treasury | | | | | | ☐ |
| Department of Defense | | | | | | ☐ |
| Department of Housing and Urban Development | | | | | | ☐ |
| Social Security Administration | | | | | | ☐ |
| Federal Deposit Insurance Corporation | | | | | | ☐ |
| Corporation for National Community Service | | | | | | ☐ |
| Department of Justice | | | | | | ☐ |
| ${q://QID273/ChoiceGroup/SelectedChoices} | | | | | | ☐ |
| Department of State | | | | | | ☐ |
| Department of Health and Human Services | | | | | | ☐ |
| Department of Education | | | | | | ☐ |
| Department of Agriculture | | | | | | ☐ |
| Department of Labor | | | | | | ☐ |
| Department of Homeland Security | | | | | | ☐ |
| Department of Transportation | | | | | | ☐ |

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
|---|---|---|---|---|---|---|---|---|
| » Department of Veterans Affairs | | | | | | | | ☐ |
| » ${q://QID460/ChoiceGroup/DisplayedChoices} | | | | | | | | ☐ |
| » Federal Home Loan Mortgage Corporation | | | | | | | | ☐ |

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## Priorities

Please indicate how useful knowledge and experience with the following tasks are for advancing a bright young employee's career in ${e://Field/Name}.

| | Not at all useful | | | | | | Extremely useful | Not Applicable |
|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Policy analysis or research | | | | | | | | ☐ |
| Contract management | | | | | | | | ☐ |
| Inter-agency collaboration | | | | | | | | ☐ |
| Enforcement | | | | | | | | ☐ |
| Information transparency (e.g., FOIA, data availability) | | | | | | | | ☐ |
| Information Technology | | | | | | | | ☐ |
| Rulemaking and policy making | | | | | | | | ☐ |
| Equal Employment Opportunity | | | | | | | | ☐ |

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Not Applicable |
|---|---|---|---|---|---|---|---|---|
| Budget formulation | | | | | | | | ☐ |
| Employee training and development | | | | | | | | ☐ |

Agencies have a variety of responsibilities; however, some tasks are common across agencies. We are interested in how important these tasks are in ${e://Field/Name}.

Please rate the importance of each task listed below in ${e://Field/Name}.

| | Not at all important | | | | | Extremely important | | Not Applicable |
|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| Policy analysis or research | | | | | | | | ☐ |
| Contract management | | | | | | | | ☐ |
| Enforcement | | | | | | | | ☐ |
| Information Technology | | | | | | | | ☐ |
| Equal Employment Opportunity | | | | | | | | ☐ |
| Budget formulation | | | | | | | | ☐ |
| Inter-agency collaboration | | | | | | | | ☐ |
| Rulemaking and policy making | | | | | | | | ☐ |
| Employee training and development | | | | | | | | ☐ |
| Information transparency (e.g., FOIA, data availability) | | | | | | | | ☐ |
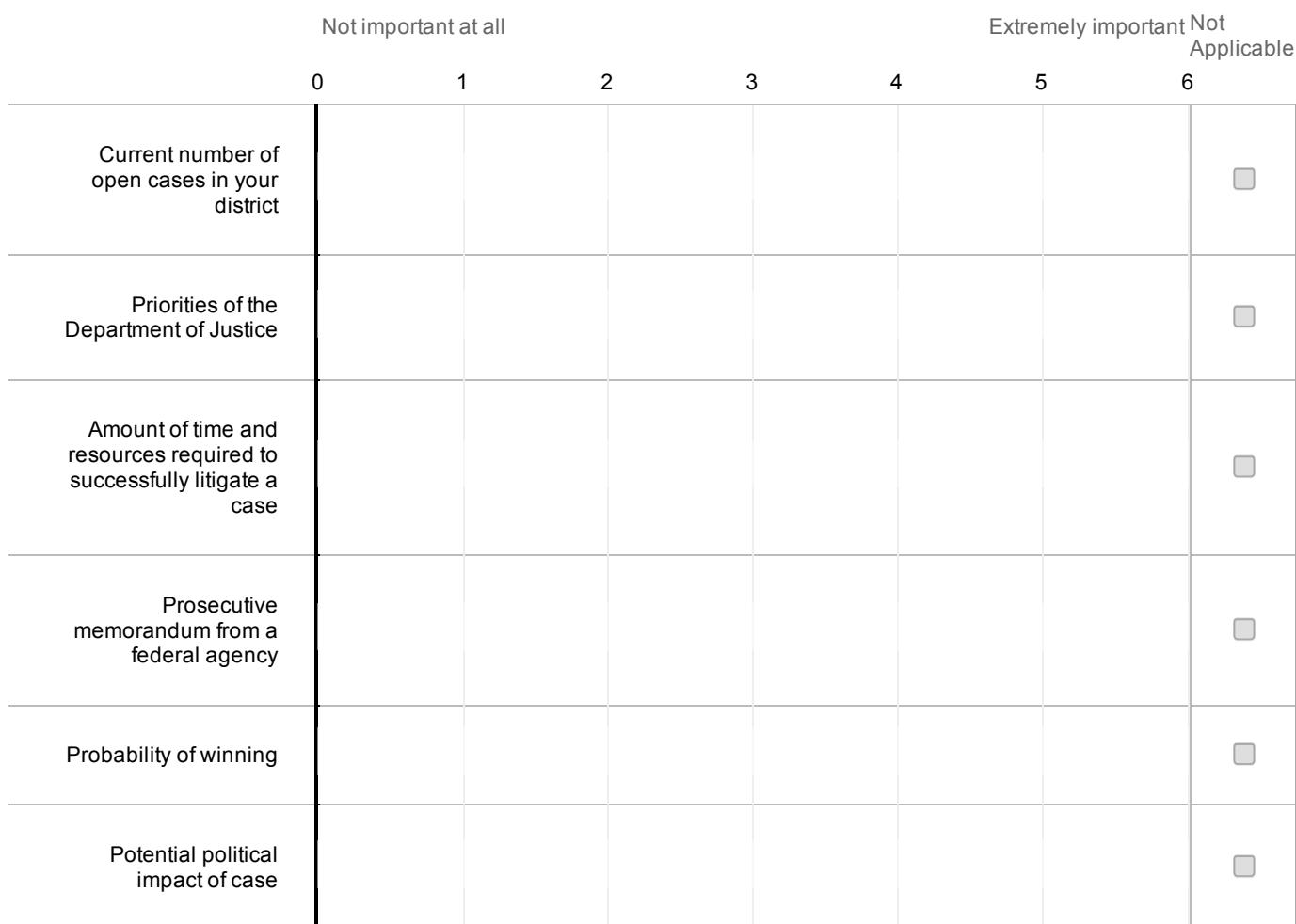
## US Attorneys

Thinking about the past year, when your office decided to initiate litigation over a civil matter, how important were the following factors?

| | Not important at all | | | | | Extremely important | | Not Applicable |
|---|---|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 | 6 | |
| Current number of open cases in your district | | | | | | | | ☐ |
| Priorities of the Department of Justice | | | | | | | | ☐ |
| Amount of time and resources required to successfully litigate a case | | | | | | | | ☐ |
| Prosecutive memorandum from a federal agency | | | | | | | | ☐ |
| Probability of winning | | | | | | | | ☐ |
| Potential political impact of case | | | | | | | | ☐ |

Thinking about the past year, when your office decided to pursue criminal charges, how important were the following factors?

| | Not important at all | | | | | Extremely important | | Not Applicable |
|---|---|---|---|---|---|---|---|---|
| | 0 | 1 | 2 | 3 | 4 | 5 | 6 | |
| Potential political impact of case | | | | | | | | ☐ |

| | | | | | |
|---|---|---|---|---|---|
| Current number of open cases in your district | | | | | ☐ |
| Prosecutive memorandum from a federal agency | | | | | ☐ |
| Amount of time and resources required to successfully litigate a case | | | | | ☐ |
| Priorities of the Department of Justice | | | | | ☐ |
| Probability of securing a conviction | | | | | ☐ |

The list below represents some things about which trial judges say they care. Thinking about the federal district judges seated in your district, please rank the following items from most important (a majority of judges in my district care a lot about this) to least important (a majority of judges in my district do not care about this at all).

One is the most important item and five is the least important item. (Please drag and drop items to rank them.)

- Avoiding being overturned

- Making sure cases are handled as efficiently as possible

- Protecting the community from criminals

- Ensuring that everyone receives a fair trial

- Something else [                    ]

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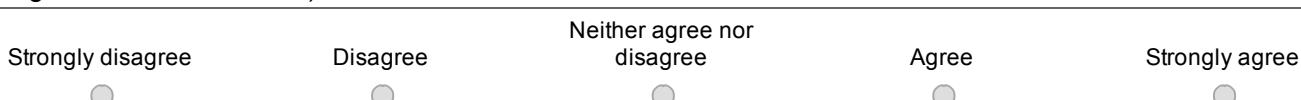
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## SFS

I have a good understanding of the key statutes related to managing career Foreign Service Officers (e.g., the Foreign Service Act of 1980).

| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|---|---|---|---|
| ○ | ○ | ○ | ○ | ○ |

If you were advising an ambitious young person about to enter the Foreign Service, which generalist track/cone would you recommend as the track most likely to lead to the Senior Foreign Service or an ambassadorship?

○ Management

○ Political

○ Economic

○ Consular

○ Public Diplomacy

If a newly-promoted FS-03 generalist were bidding on a first tour in Washington after two tours overseas, an assignment in which type of bureau or office would best advance their career?

○ Operations Center

○ Functional Bureau or Office (e.g., CA, PA, EB, OIG, H, INR, INL, TIP, PM, PRM, DRL, etc.)

○ Regional Bureau (AF, EAP, EUR, NEA, SCA, WHA)

If it were easier to take time away from government service and return after a fixed period of time without hindering your promotion prospects, which of the following would be most useful to you?

○ Time out for additional training

○ Time in a university or think tank

○ Work in the private sector

○ Work for a not-for-profit organization

○ Other [please specify]:

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Which aspect of work in the **private sector** would be most useful to you?

○ Opportunity to explore useful public-private partnership opportunities

○ Experience for a career outside of government

○ Opportunity to broaden my network of contacts

○ Opportunity to learn how the private sector operates (e.g., incentives, language of business)

Below is a list of proposed reforms to the Foreign Service. If you could make just one, which would you choose?

○ Change the initial career path (e.g., away from time in visa section)

○ Allow qualified persons to join the Foreign Service at middle levels

○ Make a regional specialization a more viable career path

○ Allow members of the Foreign Service to leave government service and return

○ All of the above

○ None of the above

○ Other [please specify]:

[            ]

Having interacted with the diplomatic corps of other countries, what one idea/practice have you seen that you would recommend that the United States adopt to improve the Foreign Service?

[                                                                                    ]

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## Rulemaking

Developing a Notice of Proposed Rulemaking requires gathering information about the technical and scientific requirements of the rule.

In general, how important are the following groups as a source of technical and scientific information when developing a Notice of Proposed Rulemaking in ${e://Field/Name}?

|  | Very important | Important | Somewhat important | Not too important | Not at all important | Don't know |
|---|---|---|---|---|---|---|
| Office of Information and Regulatory Affairs | ○ | ○ | ○ | ○ | ○ | ○ |
| Members of Congress and their staff | ○ | ○ | ○ | ○ | ○ | ○ |
| The president and his staff | ○ | ○ | ○ | ○ | ○ | ○ |
| Public interest advocacy groups (e.g., non-governmental organizations) | ○ | ○ | ○ | ○ | ○ | ○ |
| Regulated parties (e.g., private firms, trade organizations) | ○ | ○ | ○ | ○ | ○ | ○ |

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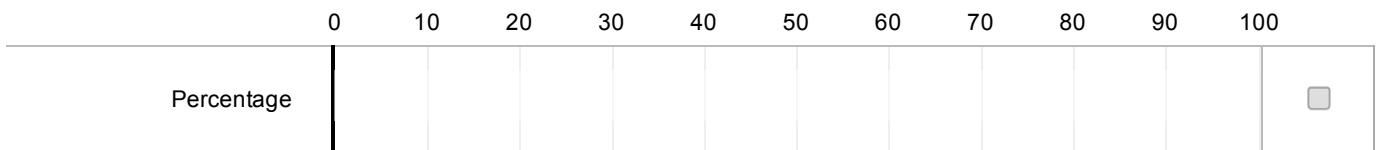
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Please think about the issues ${e://Field/Name} has identified as top priorities for a Notice of Proposed Rulemaking. In a typical year, for what percentage of these top priorities does ${e://Field/Name} have the resources to develop a Notice of Proposed Rulemaking?

Not
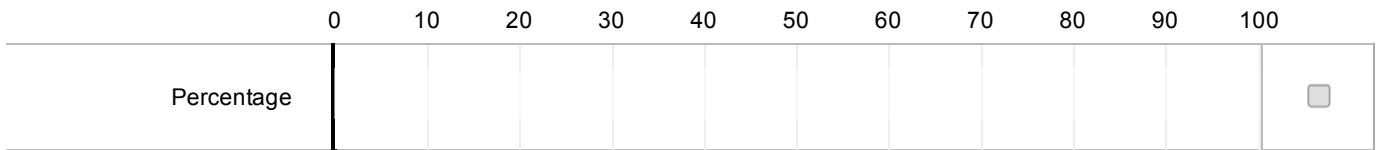
| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Percentage | | | | | | | | | | | | ☐ |

Please think about the issues ${e://Field/Name} have identified as top priorities for a Notice of Proposed Rulemaking. In a typical year, for what percentage of these top priorities do ${e://Field/Name} have the resources to develop a Notice of Proposed Rulemaking?

| | | | | | | | | | | Not Applicable | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 | |
| Percentage | | | | | | | | | | | | ☐ |

The management process for developing Notices of Proposed Rulemaking is important for creating effective public policy and your knowledge of the process is a valuable resource for furthering our understanding of it. We would like to ask more in-depth questions about the process, but we do not want to take too much of your time now.

We would be grateful if you would participate in a short follow-up survey comprised of five to seven questions about developing Notices of Proposed Rulemaking later this fall.

Are you willing to participate in a short follow-up survey later this fall?

| Yes | No |
|---|---|
| ○ | ○ |

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Our regulatory system deals with public policies of varying complexity. As a result, our understanding of the cause and effect relationship between the content of a rule and the ultimate effects of the rule is better in some areas than others.

Thinking about rules issued by ${e://Field/Name}, how easy or difficult is it to know the effects of these rules before they are implemented?

| Very difficult | Difficult | Somewhat difficult | Somewhat easy | Easy | Very easy | Don't know |
|---|---|---|---|---|---|---|
| ○ | ○ | ○ | ○ | ○ | ○ | ○ |
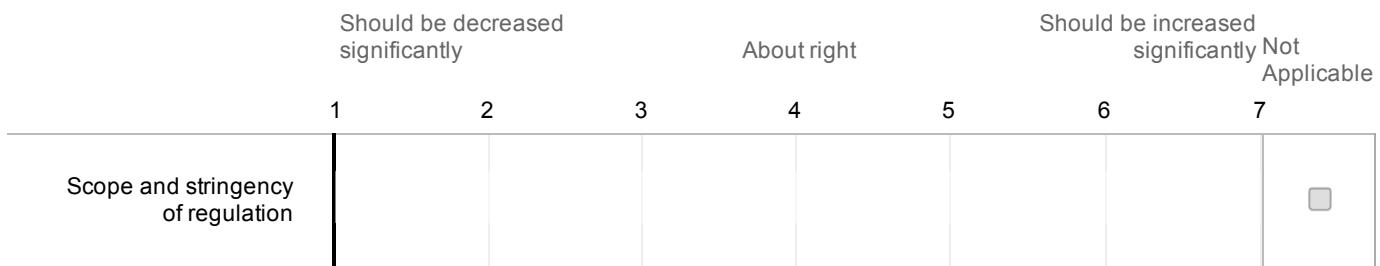
Some people think that the scope and stringency of regulation by federal agencies is too burdensome and should be decreased. Suppose these people are at one end of a scale, at point 1. Other people think that the scope and stringency of regulation by federal agencies is too lax and should be increased. Suppose these people are at the other end, at point 7.

Thinking about regulations enforced by ${e://Field/Name}, where would you place yourself on this scale?

| | Should be decreased significantly | | | About right | | Should be increased significantly | Not Applicable |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
|---|---|---|---|---|---|---|---|---|
| Scope and stringency of regulation | | | | | | | | ☐ |

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## Enforcement

Some of the key decisions in executive management are those involving enforcement priorities. Below we list factors that dictate enforcement priorities in different agencies.

Thinking about enforcement priorities in ${e://Field/Name} over the last year, what were the three most important factors in determining enforcement priorities? (please check three)

☐ Precedent (consistency with prior precedent and potential for future precedent)

☐ Competition with or actions taken by state or local government

☐ Priorities from relevant members or committees within Congress

☐ External attention (e.g., media reporting, consumer group attention)

☐ Costs in time and resources required to pursue specific priorities

☐ Tips from whistleblowers or complaints

☐ Compliance monitoring actions

☐ Priorities from the current administration

☐ Data analysis

Some people think that the scope and stringency of regulation by federal agencies is too burdensome and should be decreased. Suppose these people are at one end of a scale, at point 1. Other people think that the scope and stringency of regulation by federal agencies is too lax and should be increased. Suppose these people are at the other end, at point 7.

Thinking about regulations enforced by ${e://Field/Name}, where would you place yourself on this scale?

| | Should be decreased significantly | | | About right | | Should be increased significantly | Not Applicable |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
|---|---|---|---|---|---|---|---|---|
| Scope and stringency of regulation | | | | | | | | ☐ |

## Agency Ideology Rating (IND Miss0)

Some agencies have policy views due to law, practice, culture, or tradition that can be characterized across Democratic and Republican administrations as liberal or conservative. This can be an important feature of the environment of public management in these agencies (which is why we ask about it). If you are willing, we would benefit from your assessment of the policy leanings of the following agencies to characterize this aspect of their management environment. As with other questions, you are free not to answer.

In your opinion, do the policy views of the following agencies tend to slant liberal, slant conservative, or neither consistently in both Democratic and Republican administrations?

| | Liberal 1 | 2 | 3 | 4 | Conservative 5 | Not Applicable |
|---|---|---|---|---|---|---|
| » Council of Economic Advisers | | | | | | ☐ |
| » Council on Environmental Quality | | | | | | ☐ |
| » National Security Staff | | | | | | ☐ |
| » Office of National Drug Control Policy | | | | | | ☐ |
| » Office of Science and Technology Policy | | | | | | ☐ |
| » Office of Management and Budget | | | | | | ☐ |
| » Office of the United States Trade Representative | | | | | | ☐ |
| » 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 the Interior | | | | | ☐ |
| » Department of the Treasury | | | | | ☐ |
| » Department of Transportation | | | | | ☐ |
| » Department of Veterans Affairs | | | | | ☐ |
| » Administrative Conference of the United States | | | | | ☐ |
| » Broadcasting Board of Governors | | | | | ☐ |
| » Corporation for National Community Service | | | | | ☐ |
| » Central Intelligence Agency | | | | | ☐ |
| » Commodity Futures Trading Commission | | | | | ☐ |
| » Consumer Product Safety Commission | | | | | ☐ |
| » Environmental Protection Agency | | | | | ☐ |

| | | | | | |
|---|---|---|---|---|---|
| » Department of Housing and Urban Development | | | | | ☐ |
| » Department of the Interior | | | | | ☐ |
| » Department of Justice | | | | | ☐ |
| » Department of Labor | | | | | ☐ |
| » Department of State | | | | | ☐ |
| » Department of Transportation | | | | | ☐ |
| » Department of the Treasury | | | | | ☐ |
| » Department of Veterans Affairs | | | | | ☐ |
| » ${q://QID460/ChoiceGroup/DisplayedChoices} | | | | | ☐ |
| » Federal Home Loan Mortgage Corporation | | | | | ☐ |

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## Congressional Committees

How many congressional committees would you estimate exercise active oversight of ${e://Field/Name}?

| 0 | 1-2 | 3-4 | 5-6 | 7-8 | 9+ |
|---|---|---|---|---|---|
| ○ | ○ | ○ | ○ | ○ | ○ |

Of all the House committees, what committee's jurisdiction overlaps most with the work of ${e://Field/Name}?

[                                        ▼]

Of all the Senate committees, what committee's jurisdiction overlaps most with the work of ${e://Field/Name}?

[                                        ▼]

## Responsiveness

Thinking about the personnel in ${e://Field/Name}, in general how responsive are these different groups to the policy decisions of the <u>President</u>?

| | Very responsive | Responsive | Somewhat responsive | Slightly responsive | Not at all responsive | Don't know |
|---|---|---|---|---|---|---|
| Political appointees | ○ | ○ | ○ | ○ | ○ | ○ |
| Senior career civil servants | ○ | ○ | ○ | ○ | ○ | ○ |
| Low to mid-level civil servants | ○ | ○ | ○ | ○ | ○ | ○ |
| Contractor employees | ○ | ○ | ○ | ○ | ○ | ○ |

Thinking about the personnel in ${e://Field/Name}, in general how responsive are these different groups to the policy decisions of the <u>Congress</u>?

| | Very responsive | Responsive | Somewhat responsive | Slightly responsive | Not at all responsive | Don't know |
|---|---|---|---|---|---|---|
| Political Appointees | ○ | ○ | ○ | ○ | ○ | ○ |
| Senior career civil servants | ○ | ○ | ○ | ○ | ○ | ○ |
| Low to mid-level civil servants | ○ | ○ | ○ | ○ | ○ | ○ |
| Contractor employees | ○ | ○ | ○ | ○ | ○ | ○ |

## Management Environment

Some of the key features of executive management are choices about the interpretation of law, the prioritization of agency responsibilities, and the allocation of time and resources to different agency tasks.

How much discretion does ${e://Field/Name} have over the following aspects of its management environment?

| | None | Little | Some | A good bit | A great deal | Don't know |
|---|---|---|---|---|---|---|
| The proper interpretation of statutes | ○ | ○ | ○ | ○ | ○ | ○ |
| The prioritization of some agency responsibilities over others | ○ | ○ | ○ | ○ | ○ | ○ |
| The allocation of personnel to | ○ | ○ | ○ | ○ | ○ | ○ |

| | None | Little | Some | A good bit | A great deal | Don't know |
|---|---|---|---|---|---|---|
| different jobs or offices | | | | | | |
| Spending decisions after funds have been appropriated by Congress | ○ | ○ | ○ | ○ | ○ | ○ |
| Enforcement priorities | ○ | ○ | ○ | ○ | ○ | ○ |

Some of the key features of executive management are choices about the interpretation of law, the prioritization of agency responsibilities, and the allocation of time and resources to different agency tasks.

How much discretion do ${e://Field/Name} have over the following aspects of their management environment?

| | None | Little | Some | A good bit | A great deal | Don't know |
|---|---|---|---|---|---|---|
| The proper interpretation of statutes | ○ | ○ | ○ | ○ | ○ | ○ |
| The prioritization of some agency responsibilities over others | ○ | ○ | ○ | ○ | ○ | ○ |
| The allocation of personnel to different jobs or offices | ○ | ○ | ○ | ○ | ○ | ○ |
| Spending decisions after funds have been appropriated by Congress | ○ | ○ | ○ | ○ | ○ | ○ |
| Enforcement priorities | ○ | ○ | ○ | ○ | ○ | ○ |

How much direct influence does the president/White House exert over the following decisions in ${e://Field/Name}?

| | None | Little | Some | A good bit | A great deal | Don't know |
|---|---|---|---|---|---|---|
| The proper interpretation of statutes | ○ | ○ | ○ | ○ | ○ | ○ |
| The prioritization of some agency responsibilities over others | ○ | ○ | ○ | ○ | ○ | ○ |
| The allocation of personnel to different jobs or offices | ○ | ○ | ○ | ○ | ○ | ○ |
| Spending decisions after funds have been appropriated by Congress | ○ | ○ | ○ | ○ | ○ | ○ |
| Enforcement priorities | ○ | ○ | ○ | ○ | ○ | ○ |

How much direct influence does Congress (e.g., members, committees, leaders) exert over the following decisions in ${e://Field/Name}?

| | None | Little | Some | A good bit | A great deal | Don't know |
|---|---|---|---|---|---|---|
| The proper interpretation of statutes | ○ | ○ | ○ | ○ | ○ | ○ |
| The prioritization of some agency responsibilities over others | ○ | ○ | ○ | ○ | ○ | ○ |
| The allocation of personnel to different jobs or offices | ○ | ○ | ○ | ○ | ○ | ○ |
| Spending decisions after funds have been appropriated by Congress | ○ | ○ | ○ | ○ | ○ | ○ |
| Enforcement priorities | ○ | ○ | ○ | ○ | ○ | ○ |

## Political Environment

How often do you have contact (e.g., email, telephone, in person) with:

|  | Daily | Weekly | Monthly | Rarely | Never | Don't know |
|---|---|---|---|---|---|---|
| Democrats in Congress or their staff | ○ | ○ | ○ | ○ | ○ | ○ |
| Republicans in Congress or their staff | ○ | ○ | ○ | ○ | ○ | ○ |
| Members or staff of congressional committees | ○ | ○ | ○ | ○ | ○ | ○ |
| Political appointees in ${e://Field/Name} | ○ | ○ | ○ | ○ | ○ | ○ |
| Private sector or not-for-profit stakeholders (e.g., regulated parties, advocacy groups) | ○ | ○ | ○ | ○ | ○ | ○ |
| White House | ○ | ○ | ○ | ○ | ○ | ○ |

In general, how much influence do you think the following groups have over policy decisions in ${e://Field/Name}?

|  | A great deal | A good bit | Some | Little | None | Don't know |
|---|---|---|---|---|---|---|
| Democrats in Congress | ○ | ○ | ○ | ○ | ○ | ○ |
| White House | ○ | ○ | ○ | ○ | ○ | ○ |
| Senior civil servants | ○ | ○ | ○ | ○ | ○ | ○ |
| Political appointees | ○ | ○ | ○ | ○ | ○ | ○ |
| Private sector or not-for-profit stakeholders (e.g., regulated parties, advocacy groups) | ○ | ○ | ○ | ○ | ○ | ○ |
| Office of Management and Budget | ○ | ○ | ○ | ○ | ○ | ○ |
| Republicans in Congress | ○ | ○ | ○ | ○ | ○ | ○ |
| Congressional committees | ○ | ○ | ○ | ○ | ○ | ○ |
| Contractors | ○ | ○ | ○ | ○ | ○ | ○ |

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 during the last few years. These issues have gotten a lot of attention recently in the press and among the public, but no one has asked those responsible for implementing these policies their opinion. We would benefit from knowing the informed views of federal executives in the aggregate to compare with the public.

Specifically, would you have supported the following measures?

|  | Yes | No | Not sure |
|---|---|---|---|
| **Violence Against Women Act Reauthorization:** A bill that would provide protections and assistance programs to victims of domestic violence, sexual assault, and stalking. | ○ | ○ | ○ |
| **Assault Weapons Ban:** An amendment that would prohibit the future production, import, sale, transfer or possession of certain firearms considered to be assault weapons. | ○ | ○ | ○ |
| **Overhaul the CFPB:** A bill to replace the Consumer Financial Protection Bureau with an independent Financial Product Safety Commission that, unlike the CFPB, would be subject to the congressional appropriations process. | ○ | ○ | ○ |
| **Defund NSA Surveillance of U.S. Citizens:** An amendment that would bar the use of funds by the National Security Agency to target a U.S. person or acquire and store the content of their communications. | ○ | ○ | ○ |
| **Immigration Reform:** A bill that would overhaul U.S. immigration policies, create an incremental path to citizenship for most illegal immigrants in the country and institute new border security measures. | ○ | ○ | ○ |
| **Congressional Approval of Federal Regulations:** A bill that would require Congress to approve executive agency regulatory proposals that are deemed to be "major rules." | ○ | ○ | ○ |
| **Employment Nondiscrimination:** A bill to prohibit employment discrimination on the basis of sexual orientation or gender identity. | ○ | ○ | ○ |
| **Limit EPA Authority:** A bill that would limit EPA regulation of greenhouse gas emissions from fossil-fueled power plants under the 1963 air pollution control law. | ○ | ○ | ○ |
| **Work Requirements/Drug Testing for SNAP:** A bill that would reauthorize the Supplemental Nutrition Assistance Program ("food stamps") allowing drug testing as a condition of receiving benefits and imposition of new work requirements on SNAP recipients. | ○ | ○ | ○ |
| **Repeal the Affordable Care Act:** A bill that would repeal the 2010 health care overhaul law, commonly called "Obamacare." | ○ | ○ | ○ |
| **Approve the Keystone Pipeline:** A bill to approve the construction, operation, and maintenance of the Keystone XL pipeline. | ○ | ○ | ○ |

## Demographics

Almost finished! This last section asks a few basic demographic questions.

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 at ${e://Field/Name} | ▼ |
|---|---|
| All positions at ${e://Field/Name} | ▼ |
| Federal government (including ${e://Field/Name}) | ▼ |
| Private sector | ▼ |
| Not-for-profit sector | ▼ |
| Other public sector (e.g., state or local government) | ▼ |

## What is your salary?

[ ▼ ]

## Are you now or will you become eligible to retire in the next 12 months?

○ Yes

○ No

○ Don't know

## How likely is it that you will leave ${e://Field/Name} in the next 12 months?

○ Very likely

○ Likely

○ Unlikely

○ Very unlikely

○ Not sure

## If you plan to leave ${e://Field/Name}, would you be:

○ Moving to another job within the federal government

○ Taking a job other than government contractor or consultant in the private sector

○ Retiring

○ Becoming a government contractor or consultant

○ Joining a state or local government

○ Other (please specify)

[                    ]

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## 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

From what university or college did you get your most recent degree?

[                                                                                    ]

What is your age?

[          ▼]

Prior to becoming a federal government employee, did you work for any of the following service programs? [check all that apply]

☐ Peace Corps

☐ Teach for America

☐ AmeriCorps

☐ Other

[                    ]

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As you can understand, different executives will respond differently to some questions because of their policy or political views. The last questions on the survey come from the American National Election Study, a biennial national survey of Americans' political views and attitudes. These questions ask about political party and ideology. We ask these questions of all participants so that we can identify the issues on which Republicans and Democrats agree and disagree.

We would like to remind you that your answers are **completely confidential.** You should feel free to express your views openly and honestly. Of course, you are free to refuse to answer any questions.

Generally speaking, do you usually think of yourself as a Democrat, a Republican, an independent, or what?

○ Democrat

○ Republican

○ Independent

○ Other party (please specify):

[                    ]

○ Don't know

## Do you think of yourself as **closer** to the Republican Party or to the Democratic Party?

○ Closer to the Republican Party

○ Neither

○ Closer to the 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