

2020 Survey on the Future of Government Service

Survey Instrument

Q1. Georgetown Study Number: 00002441

Princeton IRB Number: 12939

Vanderbilt IRB Number: 200904

Principal Investigators: Dr. David Lewis, Dr. Nolan McCarty, and Dr. Mark Richardson

Title: 2020 Survey on the Future of Government Service

Permission to Take Part in a Human Research Study

Key Information: The following is a short summary of this study to help you decide whether or not to be a part of this study.

Why am I being invited to take part in a research study?

You are being asked to participate in this study because you are a high-level executive in the federal government.

What should I know about a research study?

- If you have questions, someone will explain this research study to you.
- Whether or not you take part is up to you.
- You can choose not to take part.
- You can agree to take part and later change your mind.
- Your decision will not be held against you.
- You can ask all the questions you want before you decide.

Why is this research being done?

The 2020 Survey on the Future of Government Service is a study designed to understand the experiences and backgrounds of federal executives in the United States. In particular, this survey collects federal executives' opinions on a broad range of topics of concern to the public service, including recruitment and retention, workforce stressors, organizational performance, and the management environment. The results from the survey will provide important insight into the challenges facing federal agencies and contribute to ongoing efforts to strengthen America's public service and the operations and management of the federal government.

How long will the research last and what will I need to do?

You will complete a survey that takes about 20 minutes.

Is there any way being in this study could be bad for me?

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.

Will being in this study help me in any way?

We cannot promise any benefits to you or others from your taking part in this research. However, possible benefits include improvements in the management of federal agencies that improve your job satisfaction. Possible benefits to others include improvements in the management of federal agencies that improve government performance.

What happens to the information collected for the research?

Data Use and Security: The survey data will be used to prepare public reports on the state of the civil service in the United States. The data will also be put to use by researchers for the purposes of scholarly publication. The principal investigators may also share individually de-identified data with researchers from other institutions for the purposes of scholarly publication. Scholars other than the principal investigators will only have access to a limited data set that is designed to prevent the use of survey responses to infer the identities of survey respondents. Survey data will be publicly reported as aggregate statistics or figures that prevent the inference of the identity of individual survey respondents. For agencies with a small population of federal executives, we will never report agency-level statistics. The research team is working with computer scientists at the Massive Data Institute (MDI) at Georgetown University, a Federal Statistical Research Data Center that handles some of the nation's most sensitive statistical data, to ensure that our reports and publications cannot be used to de-anonymize the survey data using publicly available information about the federal workforce (e.g., OPM records released in response to FOIA requests).

Respondent data such as email address, name, agency, etc. will reside on a private encrypted, server. Survey response data will also reside on a private encrypted, server and be stored separately from respondent data. Data security will be managed by MDI. Compliance with data security protocols will be monitored by the Office of Compliance and Ethics at Georgetown University.

Privacy: Your privacy will be maintained in all published materials resulting from the survey.

What happens if I do not want to be in this research?

Participation in research is completely voluntary. You can decide to participate or not to participate. You have the right to discontinue the survey at any time. You also have the right to refuse to answer specific questions by skipping over the question.

Who can I talk to?

If you have questions, concerns, or complaints, or think the research has hurt you, talk to the research team at (609) 258-5660; 169 Nassau Street, Princeton, NJ 08542; or psrc@princeton.edu. The researchers for this study are Dr. David Lewis, Dr. Nolan McCarty and Dr. Mark Richardson.

This research has been reviewed and approved by an Institutional Review Board ("IRB"). You may contact Georgetown's IRB at (202) 687-1506 or irboard@georgetown.edu. You may contact Princeton's Research Integrity and Assurance office at (609) 258-3321 or ria@princeton.edu. You may contact Vanderbilt's Institutional Review Board Office at (615) 322-2918 or toll free at (866) 224-8273. You should contact them if:

- Your questions, concerns, or complaints are not being answered by the research team.
- You cannot reach the research team.
- You want to talk to someone besides the research team.

- You have questions about your rights as a research subject.
- You want to get information or provide input about this research.

Consent: 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 Georgetown University, Princeton University, Vanderbilt University, or their agents from liability for negligence.

- Yes, I would like to participate.
 - No, I do not want to participate.
-

[If answer to Q1 is “No, I do not want to participate.”, display Q2.]

Q2. 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 states of the public service in the United States.

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

Thank you for agreeing to participate in this important project. The questionnaire was designed to be easy to complete. We estimate that the survey should take approximately 20 minutes. As you finish each page and proceed to the next, your data will be submitted for processing. You can back up and change your answers on the previous page of the questionnaire by using the “Back” button on the screen. Do not to use the “Back” button in your browser. The survey adapts future questions based on some of your answers which prevents you from backing up in a few instances.

If you choose to suspend the survey to take a break, if your computer shuts down, or if you lose your Internet connection, you will be able to resume where you left off. Simply log back on using the link and log in credentials that you received from us.

Thank you again!

Your Job

Q3. Please select your workplace from the list below:

[Drop down menu]

Q4. Please select the three agencies you have worked with the most in order of how often you work with them.

First:

[Drop down menu]

Second:

[Drop down menu]

Third:

[Drop down menu]

Q5. Do you deal directly with decisions about:

[Display order randomized.]

	Yes	No
Information management (e.g., Information Technology, Database Management)	<input type="radio"/>	<input type="radio"/>
Grants to state or local governments, other organizations, or individuals	<input type="radio"/>	<input type="radio"/>
Deciding what enforcement responsibilities to prioritize	<input type="radio"/>	<input type="radio"/>
Human resources	<input type="radio"/>	<input type="radio"/>
Budget formulation/proposals	<input type="radio"/>	<input type="radio"/>
Setting overall priorities in [your agency]	<input type="radio"/>	<input type="radio"/>
Procurement and contract management	<input type="radio"/>	<input type="radio"/>
Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules	<input type="radio"/>	<input type="radio"/>

Q6. We'd like to understand what you value about your job. How important are each of the following job attributes to you?

[Display order randomized.]

	Not at all important	Not too important	Somewhat important	Important	Very important
Supporting the mission of [your agency]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Influencing public policies that are important to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing professional skills to move to a job in the private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing professional skills to move to a higher job in the federal government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workforce Fundamentals

[Display Q7 - Q9 with probability 0.5. Otherwise, display Q10 - Q11.]

Q7. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
[My agency] is able to recruit the best employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[My agency] often loses good candidates to other positions because of the time it takes my agency to hire.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[My agency] effectively uses internships to build a pipeline of talent for the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
We have enough employees where I work to do a quality job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[My agency] effectively integrates agency employees and the contract workforce to meet its human capital needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the performance of the contract workforce in [my agency].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9. Think about the last position you personally tried to fill. How long did it take to fill the position from the time you advertised it to the time a new employee started?

[Drop down menu]

Q10. To what extent do you agree or disagree with the following statement?

An inadequately skilled workforce is a significant obstacle to [my agency] fulfilling its core mission.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If response to Q10 is "Strongly agree" or "Agree", display Q11.]

Q11. To what extent do the following factors contribute to the difficulty [your agency] has in maintaining a skilled workforce?

[Display order randomized.]

	Not at all	Little	Some	A good bit	A great deal	Don't know
Lack of resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of proactive recruiting strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Political pressure to keep growth of workforce low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of qualified applicant pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aging workforce with high employee retirement rate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate career growth opportunities for staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring process takes too long	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cannot compete with salaries offered by other employers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil service rules prevent me from hiring the best candidates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
[My agency] is able to provide necessary training for high performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions in [my agency] are based on a person's ability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In [my agency], we deal effectively with poor performers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13. [My agency] is able to retain its best employees.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree Don't know

Q14. Now thinking about the people, apart from yourself, who work in [your agency], in general how competent are the following?

	Not at all competent				Extremely competent	Don't know
	1	2	3	4	5	
Political appointees	[Slider]					<input type="radio"/>
Senior civil servants	[Slider]					<input type="radio"/>
Low to mid-level civil servants	[Slider]					<input type="radio"/>
Contract employees	[Slider]					<input type="radio"/>

Q15. Does [your agency] have the skills necessary to implement effectively the core tasks given to 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
-

Q16. In your view, how skilled are the workforces of the following agencies?

	Not at all skilled				Very skilled	Don't know
	1	2	3	4	5	
[Agency 1]	[Slider]					<input type="radio"/>
[Agency 2]	[Slider]					<input type="radio"/>
[Agency 3]	[Slider]					<input type="radio"/>
[Agency 4]	[Slider]					<input type="radio"/>
[Agency 5]	[Slider]					<input type="radio"/>

Workforce Stressors

Q17. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
[My agency] is routinely impacted by the need to plan for possible government shutdowns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The shutdown of 2018-2019 imposed a financial hardship on me and my family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is difficult for [my agency] to fulfill its mission while operating under a continuing resolution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18. Thinking of the most recent government shutdown, what best characterizes your work status during the shutdown?

- Furloughed
- Worked without pay during the shutdown
- Worked in an agency receiving appropriations
- Was not working in government during the shutdown

[Display Q19 with probability 0.5. Otherwise, display Q20.]

Q19. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
My work portfolio changed as a result of the pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The public services [my agency] provides suffered as a result of the pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In [my agency], we had the IT tools necessary to telework effectively during the pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q20. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
I trust the senior leadership in [my agency] to respond well in a crisis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust the White House to respond well in a crisis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The federal government is a good employer during a crisis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q21. Were you involved in planning for the 2016 presidential transition in [your agency]?

- Yes
- No

[If response to Q21 is "Yes", display Q22 - Q24.]

Q22. How prepared was [your agency] for the presidential transition?

- Not prepared at all
- Somewhat prepared
- Prepared
- Very prepared

Q23. How prepared was the landing team for [your agency] for the presidential transition?

- No landing team
- Not prepared at all
- Somewhat prepared
- Prepared
- Very prepared

Q24. How much of a priority was transition planning for senior leadership in [your agency]?

- Not a priority
- Low priority
- High priority
- Top priority

Q25. Some agencies' policy agendas changed after the inauguration of President Trump. Other agencies' policy agendas stayed the same.

In your experience, how much did the policy agenda of [your agency] change after the inauguration?

- Did not change
- Changed minimally
- Changed moderately
- Changed significantly
- I did not experience the change in administration
- Don't know

Q26. What about you? How much did your day-to-day work at [your agency] change after the inauguration?

- Did not change
 - Changed minimally
 - Changed moderately
 - Changed significantly
 - I did not experience the change in administration
 - Don't know
-

Organizational Culture and Performance

[Display Q27 - Q29 with probability 0.5. Otherwise, display Q30 - Q31.]

Q27. How many times in the last 3 months has somebody who works with you in [your agency] made an innovative suggestion for improving internal processes or procedures?

[Drop down menu: 0, 1, . . . , 19, 20, 20+]

Q28. Think about the most recent such suggestion, was it. . .

- Not accepted
- Partly accepted, partly not
- Accepted with changes
- Accepted completely

Q29. Think of the person who made the suggestion above. Would you describe this person as (check as many as apply):

- A more diligent employee than average
- Something of a rebel
- Highly respected in the organization
- Very meticulous in their work
- Something of a loner
- More skilled than most at what they do

Q30. The work environment at [my agency] supports the development of new and innovative ideas.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q31. In my job, coming up with ideas for how to do the job better is:

Discouraged	Neither encouraged nor discouraged	Encouraged
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q32. I recommend [my agency] as a good place to work.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q33. Considering everything, how satisfied are you with your job?

Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q34. Considering everything, how satisfied are you with [your agency]?

Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
There is a climate of trust within [my agency].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have the right tools and resources to do my job properly (equipment, software, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[My agency] is an effectively managed, well-run organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q36. To what extent do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
[My agency] has a sense of urgency for getting things done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[My agency] is investing now to enable our future success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[My agency] makes decisions based on data.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q37. How would you rate the overall performance of [your agency] in carrying out its mission?

Not at all effective						Very effective	Don't know
1	2	3	4	5			
[Slider]						<input type="radio"/>	

Q38. How would you rate the overall performance of the following agencies in carrying out their missions?

	Not at all effective		Very effective			Don't know
	1	2	3	4	5	
[Agency 1]			[Slider]			<input type="radio"/>
[Agency 2]			[Slider]			<input type="radio"/>
[Agency 3]			[Slider]			<input type="radio"/>
[Agency 4]			[Slider]			<input type="radio"/>
[Agency 5]			[Slider]			<input type="radio"/>

Executive Learning

Q39. How often did you do each of the following in the previous calendar year?

[Display order randomized.]

	Never	Few times a year	Monthly	Weekly	Daily	Not applicable to my job
Discuss policy with outside experts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attend seminars or training related to the policy jurisdiction of [your agency]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consult subject matter experts at state agencies or international agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attend industry or trade conferences related to the policy jurisdiction of [your agency]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q40. 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 [your agency] can only be acquired by working in [your agency]?

	0	10	20	30	40	50	60	70	80	90	100	Don't know
Percentage of expertise	[slider]											<input type="radio"/>

Agency Rulemaking

[Display Q41 - 42 if respondent selected “Yes” their job deals with “Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules”.]

- Q41.** The number of issues that an agency needs to address via rulemaking often exceeds the agency’s capacity to develop new proposed rules. We would like to understand how senior leaders in [your agency] decide which new proposed rules to place on the Unified Agenda (i.e., what is included in the Unified Agenda).

In your experience, how much influence do the following groups have over which issues get included on the agency’s Unified Agenda?

[Display order randomized.]

	No influence	Little influence	Some influence	A good bit of influence	A great deal of influence	Not applicable
Political appointees in [your agency]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career civil servants in [your agency]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members of Congress and their staffs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The President/White House	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OMB/OIRA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Courts (e.g., litigation settlements and consent decrees)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private citizens (e.g., public petitions for rulemaking)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regulated parties (e.g., private firms, trade organizations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public interest advocacy groups (e.g., non-governmental organizations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- Q42.** 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 [your agency], 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

[Display Q43 if respondent selected “Yes” their job deals with “Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules” OR respondent selected “Yes” their job deals with “Deciding what enforcement responsibilities to prioritize”.]

Q43. 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 [your agency], where would you place **yourself** on this scale?

	Should be decreased significantly	1	2	3	About right	4	5	6	7	Should be increased significantly	Don't know
Scope and stringency of regulation	[slider]										<input type="radio"/>

Q44. To what extent do you agree or disagree with the following statement?

The policies of [my agency] are a particular priority of President Trump.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree Don't know

Q45. We would like to better understand which agencies face challenges created by partisan disagreement.

How often do Republicans and Democrats in Washington disagree over what [your agency] should do?

Never Rarely Sometimes Often Always Don't know

Q46. How strongly do Republicans and Democrats in Washington disagree over what [your agency] should do?

- No disagreement
 - Low intensity disagreement
 - Moderate intensity disagreement
 - High intensity disagreement
 - Don't know
-

Q47. In general, how much influence do you think the following groups have over policy decisions in [your agency]?

[Display Office of Management and Budget if the respondent does not select Office of Management and Budget as their workplace.]

[Display order randomized.]

	None	Little	Some	A good bit	A great deal	Don't know
Democrats in Congress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Republicans in Congress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
White House	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior civil servants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Political appointees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office of Management and Budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Congressional committees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q48. Of all the Senate committees, what committee's jurisdiction overlaps most with the work of [your agency]?

[Drop down menu]

[Randomly select five senators who serve on the committee chosen in Q49 to be evaluated. Display order of senators is randomized.]

Q49. Thinking of the following senators, how much priority have they given to making sure [your agency] is an effectively managed, well-run organization?

	No priority					High priority	Don't know
	1	2	3	4	5		
[Senator 1]			[Slider]				<input type="radio"/>
[Senator 2]			[Slider]				<input type="radio"/>
[Senator 3]			[Slider]				<input type="radio"/>
[Senator 4]			[Slider]				<input type="radio"/>
[Senator 5]			[Slider]				<input type="radio"/>

Q50. Thinking about the personnel in [your agency], in general how responsive are these different groups to the policy decisions of the President?

	Not at all responsive	Slightly responsive	Somewhat responsive	Responsive	Very responsive	Don't know
Political appointees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior career civil servants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low to mid-level civil servants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contractor employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q51. Thinking about the personnel in [your agency], in general how responsive are these different groups to the policy decisions of Congress?

	Not at all responsive	Slightly responsive	Somewhat responsive	Responsive	Very responsive	Don't know
Political appointees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior career civil servants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low to mid-level civil servants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contractor employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q52. How much effort do the following groups spend to ensure that [your agency] has what it needs to carry out its mission?

	None	Little	Some	A good bit	A great deal	Don't know
White House	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Congressional committees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Political appointees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Democrats in Congress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Republicans in Congress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q53. How often do you have contact (e.g., email, telephone, in person) with:

[Display "Political appointees" if the respondent is not identified as a political appointee in the database used to create the sample.]

[Display order randomized.]

	Never	Rarely	Monthly	Weekly	Daily	Don't know
White House	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members or staff of congressional committees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private sector or not-for-profit stakeholders (e.g., regulated parties, advocacy groups)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Political appointees in [your agency]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Display Q55 - Q57 if the respondent does not select an agency in the Executive Office of the President as their workplace in Q3.]

Q54. Policy making in some agencies is driven by personnel in the White House, including the President or senior aides. In other agencies, it is agency senior leaders that drive policy decisions with little input from the White House.

In [your agency], who tends to set the policymaking agenda?

Agency senior leaders	Equal influence	White House	Don't know		
1	2	3	4	5	
[Slider]					<input type="radio"/>

Q55. How about in the Obama Administration?

Agency senior leaders	Equal influence	White House	Don't know		
1	2	3	4	5	
[Slider]					<input type="radio"/>

Q56. How about in the George W. Bush Administration?

Agency senior leaders	Equal influence	White House	Don't know		
1	2	3	4	5	
[Slider]					<input type="radio"/>

Q57. The following issues have received significant attention. No one has asked those responsible for implementing these policies their opinions, and we would benefit from knowing the views of federal executives.

Do you agree with the following measures?

[Display order randomized.]

	Yes	No	Not sure
Terminate National Emergency: A resolution to terminate the national emergency related to the U.S.-Mexico border	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International Trade (USMCA): A bill to implement a new free trade agreement between the United States, Mexico, and Canada, replacing the North American Free Trade Agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balanced Budget: A bill to limit federal spending and require a balanced budget amendment be passed before the debt ceiling is raised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NATO Support Act: A bill to prohibit the use of funds to withdraw the United States from the North Atlantic Treaty Organization (NATO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tax Cut and Jobs Act of 2017: A bill to reduce tax rates and modify policies, credits, and deductions for individuals and businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
American Health Care Act of 2017: A bill to partially repeal the Affordable Care Act, commonly called "Obamacare," including repealing the Act's tax increases, subsidies, penalties, and mandates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Background Checks: A bill to require background checks for nearly all private transfers of firearms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raise the Minimum Wage: A bill to increase to the national minimum wage to \$15 per hour over the next seven years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting Marijuana Industry: A bill to prevent federal banking regulators from penalizing banks for providing financial services to marijuana-related businesses that are legal under state and local law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Violence Against Women Act Reauthorization: A bill that would provide protections and assistance programs to victims of domestic violence, sexual assault, and stalking and prohibit gun possession by offenders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expansion of LGBTQ+ Rights: A bill to expand the Civil Rights Act to include protections for sexual orientation and gender identity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Net Neutrality: A bill to restore the open internet order of the Federal Communications Commission, commonly called "net neutrality"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Racial Discrimination and Voting Rights: A bill to re-establish preclearance of voting practice changes where voting rights violations have occurred	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Abortion: A bill to prohibit federal funding of abortion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q58. Among career managers in [my agency], I have a pretty good idea of who is a Democrat and who is a Republican.

Strongly disagree Disagree Agree Strongly agree Don't know

Q59. In [my agency], the policy or political views of career professionals at the GS-12 to GS-15 level (or equivalents) influence their chances for promotion or attractive assignments.

Strongly disagree Disagree Agree Strongly agree Don't know

Demographics

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

Q60. 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 [your agency]	[Drop down menu: 0 - 50]
All positions at [you agency]	[Drop down menu: 0 - 50]
Federal government (including [your agency])	[Drop down menu: 0 - 50]

Q61. What is your salary?

[Drop down menu: Less than \$20,000, \$20,000 - \$29,999, . . . , \$270,000 - \$279,999, \$280,000 or more]

Q62. 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

Q63. What is your age?

[Drop down menu: Less than 20, 20-24, 25-29, . . . , 60-64, 65 or more]

[Display Q65 if the respondent is not identified as a political appointee, a member of the Senior Executive Service, or a member of the Senior Foreign Service in the database used to create the sample.]

Q64. Please tell us how much you agree or disagree with this statement.

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

Q65. Are you now or will you become eligible to retire in the next 12 months?

- Yes
- No
- Don't know

Q66. Have you been approached about a job outside [your agency] since June 1, 2019?

- Yes
 - No
-

[Display Q68 if the response to Q67 is "Yes".]

Q67. If so, by what type of organization? [check all that apply]

- Private business
 - Federal agencies other than [your agency]
 - State or local agency
 - Not-for-profits
 - Other (please specify): _____
-

Q68. How likely is it that you will leave [your agency] in the next 12 months?

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Very
unlikely | Unlikely | Likely | Very
likely | Not
sure |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

[Display Q69 - Q70 if the response to Q68 is "Very likely" or "Likely".]

Q69. If you left [your agency], would you be:

- Becoming a government contractor or consultant
 - Taking a job other than government contractor or consultant in the private sector
 - Moving to another job within the federal government
 - Joining a state or local government
 - Retiring
 - Other (please specify): _____
-

Q70. Why would you be leaving? [check all that apply]

- Workload too high
 - Lack of appreciation
 - No room for advancement
 - Lack of autonomy
 - Organizational culture
 - Political environment
 - Higher pay outside
-

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.

Q71. 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
-

[Display Q72 if response to Q71 is "Independent", "Other party", or "Don't know".]

Q72. 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
-

Q73. In general, would you describe your political views as:

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

[Display Q74 if respondent selected “Yes” their job deals with “Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules”.]

Q74. We would like to ask more in-depth questions about rulemaking, 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 rulemaking this time next year.

Are you willing to participate in a short follow-up survey next year?

- Yes
- No

Thank you for participating in this study. If there is anything else that we should know, please [click here to leave us a comment](#).

[If respondent clicks the link above, display Q75.]

Q75. What else should we know?

[Text entry box]