



ACQUISITION AND  
TECHNOLOGY

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON DC 20301-3000



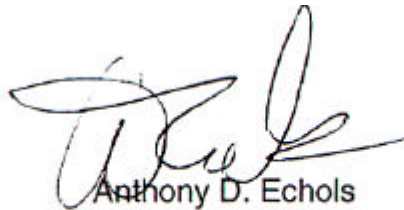
28 March 2001

MEMORANDUM FOR DoD CIVILIAN ACQUISITION WORKFORCE PERSONNEL  
DEMONSTRATION PROJECT (AcqDemo) ATTITUDE SURVEY PARTICIPANTS

SUBJECT: Attitude Survey and AcqDemo Strategy Forward

1. Thank you for your participation in the 2001 AcqDemo Attitude Survey. This survey—part of a five-year external evaluation of the DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo)—provides important information on the perceptions of AcqDemo participants and comparison group participants about the demonstration project, member organizations, and management concerns. The results of this survey, taken in the context of the overall evaluation, will play a crucial part in helping senior decision-makers to chart the future of the demonstration project.
2. For your further information, you will find a copy of the 2001 AcqDemo Attitude Survey *Report to Participants*—as we promised—attached to this memorandum. The report includes frequency tables for all of the demographic questions (organization, gender, ethnic groups, etc) as well as percentages for each category of response (strongly agree to strongly disagree) for each of the employee and supervisor attitude questions. This information will allow you to see how your colleagues view the demonstration project, and to track changes in attitude over time as the evaluation continues.
3. As you know, AcqDemo is a five-year project designed to provide an encouraging environment that promotes the professional growth of all employees and to improve the local acquisition managers' ability and authority to effectively manage the acquisition workforce effectively. We have just completed our second payout under the contribution-based compensation and appraisal system (CCAS). As in other federal workforce demonstration projects, we expected that there would be growing pains in the first couple of years. However, over time, and with your help, we anticipate improvement in the execution of the demonstration project and a corresponding shift in how participants view the project. We are already developing an AcqDemo Strategy Forward that includes:
  - Additional training in linking pay to contribution in CCAS, including writing self-assessments and supervisor assessments.

- Training on CCAS and other counseling tools and techniques for supervisors and employees.
  - Growth of the demonstration project through expansion into other interested acquisition organizations.
  - Enhancements to the CCAS software.
  - New ways to keep you informed regarding the progress of this important personnel initiative as we meet the challenges ahead together.
4. With your assistance, we will continue to improve this demonstration project, achieving our original objectives and making an important contribution to the civilian acquisition workforce of the 21<sup>st</sup> century.
  5. Again, thank you for your support and participation.

A handwritten signature in black ink, appearing to read 'A. Echols', with a large, sweeping flourish extending to the right.

Anthony D. Echols  
Project Manager

DoD Civilian Acquisition Workforce Personnel Demonstration Project

Attachment  
(as)

# 2001 AcqDemo Attitude Survey

## *Report to Participants*



Respondents	Survey Dates	Number of Responses	Response Percentage
AcqDemo Participants	5 Feb - 27 Feb 2001	1951	38.1%
Comparison Group	21 Feb - 2 Mar	126	9.5%



### Frequency Tables for Survey Demographics

COMPONENTS		Percent
	USAF	35.0
	Army	32.8
	Navy	11.6
	USMC	13.0
	AT & L	7.6
	Total	100.0

GENDER		Percent
	Men	54.3
	Women	44.6
	Total	98.9
Missing		1.1
Total		100.0

HISPANIC		Percent
	No	93.6
	Mexican, Mexican American, Chicano	1.6
	Puerto Rican	0.9
	Cuban	0.1
	Other Hispanic	1.7
Missing		2.0
Total		100.0

RACE		Percent
	White	78.2
	Black or African-American	11.5
	American Indian or Alaska Native	1.2
	Asian	5.3
	Native Hawaiian or other Pacific Islander	0.3
Missing		3.5
Total		100.0

TIME WITH THE GOVERNMENT		Percent
	Less than 1 year	1.7
	1-2 years	2.2
	3-5 years	3.8
	6-8 years	2.9
	9-10 years	4.4
	11-15 years	21.2
	16 or more years	63.8
	Total	99.9
Missing		.1
Total		100.0

CAREER PATH		Percent
	NH-I	.2
	NH-II	12.4
	NH-III	50.7
	NH-IV	22.9
	NJ-I	.1
	NJ-II	1.4
	NJ-III	1.9
	NJ-IV	.8
	NK-I	.2
	NK-II	6.9
	NK-III	1.9
	Total	99.4
Missing		.6
Total		100.0

VETERAN STATUS		Percent
	Non-veteran	67.5
	Veteran (not disabled)	25.5
	Veteran (disabled)	6.1
	Total	99.1
Missing		.9
Total		100.0

AGE		Percent
	29 or younger	2.1
	30-39	18.2
	40-49	36.6
	50-59	37.2
	60 or more	5.3
	Total	99.4
Missing		.6
Total		100.0

SUPERVISOR'S STATUS		Percent
	Military	20.4
	Civilian	78.9
	Total	99.3
Missing		.7
Total		100.0

DAWIA		Percent
	Yes, In DAWIA	56.7
	No, Not in DAWIA	38.2
	Total	94.9
Missing		5.1
Total		100.0

REPRESENTED BY UNION		Percent
	Yes	6.5
	No	91.5
	Total	97.9
Missing		2.1
Total		100.0

SALARY CEILING		Percent
	Yes	16.6
	No	76.1
	Unsure	6.8
	Total	99.5
Missing		.5
Total		100.0

SUPERVISORY RESPONSIBILITY		Percent
	None	58.4
	Team Leader	19.8
	First-line Supervisor	14.3
	Manager	7.3
	Total	99.8
Missing		.2
Total		100.0

EDUCATION LEVEL		Percent
	Some High School	.2
	High School /GED	4.7
	Technical, vocational or business school	1.5
	Some college	22.0
	2-year associate's degree	9.7
	bachelor's degree	17.8
	some graduate school	14.1
	master's degree	28.4
	doctorate degree	1.1
	post-doctorate study	.2
	Total	99.8
Missing		.2
Total		100.0

### Frequency Tables for Survey Attitude Items

14. Pay progression, the way I move up within my broadband, is fair.		Valid Percent
	Strongly disagree	20.3
	Disagree	19.4
	neither agree nor disagree	19.2
	Agree	31.1
	Strongly agree	9.9
	Total	100.0

15. My overall contribution score (OCS) represents a fair and accurate picture of my actual contribution to the mission.		Valid Percent
	Strongly disagree	19.5
	Disagree	22.2
	neither agree nor disagree	16.3
	Agree	31.9
	Strongly agree	10.0
	Total	100.0

16. All in all, I am satisfied with my pay.		Valid Percent
	Strongly disagree	16.1
	Disagree	22.7
	neither agree nor disagree	13.9
	Agree	37.2
	Strongly agree	10.1
	Total	100.0

17. In this organization, my pay raises depend on my contribution to the organization's mission.		Valid Percent
	Strongly disagree	16.0
	Disagree	17.9
	neither agree nor disagree	15.1
	Agree	37.5
	Strongly agree	13.6
	Total	100.0

18. In this organization, my cash awards depend on my contribution to the organization's mission.		Valid Percent
	Strongly disagree	16.9
	Disagree	16.7
	neither agree nor disagree	16.6
	Agree	37.1
	Strongly agree	12.6
	Total	100.0

19. Pay is administered fairly in this organization.		Valid Percent
	Strongly disagree	23.4
	Disagree	22.7
	neither agree nor disagree	24.9
	Agree	22.3
	Strongly agree	6.8
	Total	100.0

20. Pay differentials here fairly represent real differences in levels of responsibility and job difficulty.		Valid Percent
	Strongly disagree	23.4
	Disagree	27.4
	neither agree nor disagree	26.9
	Agree	18.5
	Strongly agree	3.9
	Total	100.0

21. Contribution-based compensation and assessment system (CCAS) self-assessment provided me with a good opportunity to influence my contribution assessment.		Valid Percent
	Strongly disagree	19.9
	Disagree	20.1
	neither agree nor disagree	20.6
	Agree	31.7
	Strongly agree	7.8
	Total	100.0

22. I am satisfied with my chances for advancement.		Valid Percent
	Strongly disagree	23.9
	Disagree	23.0
	neither agree nor disagree	20.5
	Agree	25.7
	Strongly agree	6.8
	Total	100.0

23. Pool pay panels are fair in recognizing individual contributors.		Valid Percent
	Strongly disagree	24.4
	Disagree	22.9
	neither agree nor disagree	27.7
	Agree	19.3
	Strongly agree	5.8
	Total	100.0



24. In this organization, I don't have to become a supervisor to receive more pay.		Valid Percent
	Strongly disagree	12.9
	Disagree	14.2
	neither agree nor disagree	21.2
	Agree	42.6
	Strongly agree	9.1
	Total	100.0

25. CCAS is administered without regard to gender, ethnic origin, or age in this organization.		Valid Percent
	Strongly disagree	11.8
	Disagree	8.5
	neither agree nor disagree	27.5
	Agree	33.5
	Strongly agree	18.7
	Total	100.0

26. I understand the contribution-based compensation and assessment (CCAS) being used in this organization.		Valid Percent
	Strongly disagree	4.7
	Disagree	9.4
	neither agree nor disagree	14.5
	agree	52.0
	Strongly agree	19.4
	Total	100.0

27. My supervisor sets clear contribution goals for me.		Valid Percent
	Strongly disagree	17.8
	Disagree	22.2
	neither agree nor disagree	22.2
	Agree	29.1
	Strongly agree	8.7
	Total	100.0

28. My supervisor assigns me tasks that allow me to contribute to the mission in a meaningful way.		Valid Percent
	Strongly disagree	12.2
	Disagree	15.3
	neither agree nor disagree	19.6
	Agree	37.3
	Strongly agree	15.6
	Total	100.0

29. I have enough flexibility in my job to initiate tasks that will enhance my contribution to the mission.		Valid Percent
	Strongly disagree	9.4
	disagree	11.7
	neither agree nor disagree	13.4
	agree	44.7
	Strongly agree	20.8
	Total	100.0

30. I have trust and confidence in my supervisor.		Valid Percent
	Strongly disagree	12.6
	disagree	10.4
	neither agree nor disagree	17.3
	agree	36.9
	Strongly agree	22.7
	Total	100.0

31. My supervisor gives me adequate feedback on how I am contributing.		Valid Percent
	Strongly disagree	15.3
	disagree	17.3
	neither agree nor disagree	19.2
	agree	34.0
	Strongly agree	14.2
	Total	100.0

32. My supervisor and I agree on what contribution on my job means.		Valid Percent
	Strongly disagree	11.0
	disagree	13.8
	neither agree nor disagree	28.3
	agree	34.4
	Strongly agree	12.5
	Total	100.0

33. My supervisor tends to inflate the contribution ratings of the employees he/she supervises.		Valid Percent
	Strongly disagree	18.0
	Disagree	34.7
	neither agree nor disagree	38.6
	Agree	6.4
	Strongly agree	2.3
	Total	100.0

34. Senior leaders in my organization support the demonstration project.		Valid Percent
	Strongly disagree	2.6
	Disagree	6.2
	neither agree nor disagree	30.4
	Agree	42.0
	Strongly agree	18.8
	Total	100.0

35. My supervisor tends to deflate the contribution ratings of the employees he/she supervises.		Valid Percent
	Strongly disagree	12.4
	disagree	30.8
	neither agree nor disagree	43.5
	agree	9.1
	Strongly agree	4.1
	Total	100.0

36. When changes are made in this organization, the employees usually lose out in the end.		Valid Percent
	Strongly disagree	7.0
	Disagree	21.2
	neither agree nor disagree	34
	Agree	22.9
	Strongly agree	14.9
	Total	100.0

37. In my organization, products and services are designed to meet customer needs and expectations.		Valid Percent
	Strongly disagree	2.0
	Disagree	7.4
	neither agree nor disagree	18.9
	Agree	56.2
	Strongly agree	15.5
	Total	100.0

38. Overall, our customers are satisfied with the support and services provided by my organization.		Valid Percent
	Strongly disagree	1.8
	disagree	7.8
	neither agree nor disagree	20.1
	agree	57.0
	Strongly agree	13.3
	Total	100.0

39. Employees in my organization have a good understanding of who their customers are.		Valid Percent
	Strongly disagree	1.1
	disagree	8.0
	neither agree nor disagree	12.0
	agree	60.4
	Strongly agree	18.5
	Total	100.0

40. Overall, my organization is effective in accomplishing its objectives.		Valid Percent
	Strongly disagree	2.4
	disagree	7.9
	neither agree nor disagree	14.1
	agree	57.4
	Strongly agree	18.3
	Total	100.0

41. I understand the mission of this organization.		Valid Percent
	Strongly disagree	.8
	disagree	2.0
	neither agree nor disagree	5.7
	agree	58.4
	Strongly agree	33.1
	Total	100.0

42. Overall, the demonstration project is an improvement over the previous performance rating and compensation system.		Valid Percent
	Strongly disagree	29.3
	disagree	16.3
	neither agree nor disagree	20.5
	agree	21.1
	Strongly agree	12.7
	Total	100.0

43. I have received sufficient training to prepare me for participation in the demonstration project.		Valid Percent
	Strongly disagree	7.9
	disagree	15.5
	neither agree nor disagree	21.0
	agree	43.3
	Strongly agree	12.2
	Total	100.0

44. I am in favor of the demonstration project for my organization.		Valid Percent
	Strongly disagree	32.1
	disagree	14.4
	neither agree nor disagree	17.8
	agree	23.2
	Strongly agree	12.6
	Total	100.0

45. High contributors tend to stay with this organization.		Valid Percent
	Strongly disagree	12.7
	disagree	17.5
	neither agree nor disagree	39.7
	agree	22.3
	Strongly agree	7.7
	Total	100.0

46. Low contributors tend to leave this organization.		Valid Percent
	Strongly disagree	11.0
	disagree	23.6
	neither agree nor disagree	48.8
	agree	13.9
	Strongly agree	2.7
	Total	100.0

47. This organization is able to attract high-quality candidates.		Valid Percent
	Strongly disagree	14.8
	disagree	21.6
	neither agree nor disagree	33.9
	agree	24.6
	Strongly agree	5.1
	Total	100.0

48. During the next year, I will probably look for a new job outside this organization.		Valid Percent
	Strongly disagree	11.5
	Disagree	21.4
	neither agree nor disagree	26.1
	Agree	21.1
	Strongly agree	19.8
	Total	100.0

49. I have the opportunity to take advantage of sabbatical leave.		Valid Percent
	Strongly disagree	18.4
	disagree	19.7
	neither agree nor disagree	49.9
	agree	10.5
	Strongly agree	1.5
	Total	100.0

50. This organization offers employees the opportunity for academic degree and certificate training.		Valid Percent
	Strongly disagree	7.8
	disagree	10.3
	neither agree nor disagree	21.3
	agree	45.8
	Strongly agree	14.8
	Total	100.0

### Frequency Tables for Supervisor Attitude Items

51. It takes too long to process the paperwork to fill vacancies here.		Valid Percent
Strongly disagree		1.0
disagree		10.3
neither agree nor disagree		12.5
agree		35.1
Strongly agree		41.0
Total		100.0

52. The skills and abilities of the most recent candidates I hired were a good match for the job.		Valid Percent
Strongly disagree		4.5
disagree		8.7
neither agree nor disagree		24.8
agree		48.8
Strongly agree		13.4
Total		100.0

53. Job classification is easier and faster under the demonstration project than under the previous system.		Valid Percent
Strongly disagree		9.2
Disagree		22.6
neither agree nor disagree		34.7
Agree		26.6
Strongly agree		6.9
Total		100.0

54. In the last CCAS cycle, the pay pool panel generally agreed with the contribution ratings I gave to my immediate employees.		Valid Percent
Strongly disagree		4.7
Disagree		14.1
neither agree nor disagree		18.3
Agree		49.9
Strongly agree		13.1
Total		100.0

55. I have received sufficient training to prepare me for supervisory responsibilities in the demonstration project.		Valid Percent
Strongly disagree		2.7
Disagree		13.1
neither agree nor disagree		16.0
Agree		49.1
Strongly agree		19.0
Total		100.0

56. The demonstration project provides supervisors with effective tools to improve employee contributions.		Valid Percent
	Strongly disagree	6.9
	Disagree	18.1
	neither agree nor disagree	25.7
	Agree	39.4
	Strongly agree	9.9
	Total	100.0

57. I have enough authority to hire people with the right skills when I need them.		Valid Percent
	Strongly disagree	12.7
	Disagree	26.6
	neither agree nor disagree	20.4
	Agree	34.1
	Strongly agree	6.2
	Total	100.0

58. If you hired someone in the past year, what was your assessment of the overall capabilities of the person hired compared to the rest of your workforce?		Valid Percent
	Top 1%	3.1
	Top 10% outstanding	16.5
	Top 25% very good	23.9
	Average	16.2
	below average	2.6
	poor	1.0
	NA	36.8
	Total	100.0

59. For the most recent hire, how much time (in weeks) elapsed from submission of the request for personnel action (SF-52) to the extension of the firm job offer?		Valid Percent
	4 or fewer weeks	7.0
	5-8 weeks	24.1
	9-16 weeks	34.8
	17-25 weeks	22.6
	more than 25 weeks	11.6
	Total	100.0

60. For the most recent hire, how many offers were made before a candidate accepted the job?		Valid Percent
	1 (top candidate accepted)	64.5
	2 offers	16.7
	3 offers	7.0
	4 offers	1.2
	no offer made	10.6
	Total	100.0