

GAO

Fact Sheet for the Chairman,
Subcommittee on the Civil Service,
Committee on Post Office and Civil
Service, House of Representatives

December 1992

POLITICAL APPOINTEES

Selected Appointees' Views of Their Federal Work Environment



148242

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General Government Division

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December 28, 1992

The Honorable Gerry Sikorski
Chairman, Subcommittee on
the Civil Service
Committee on Post Office
and Civil Service
House of Representatives

Dear Mr. Chairman:

This fact sheet is in response to your request that we survey the views of Senate-confirmed presidential appointees (PAS) to provide a better understanding of areas relevant to their federal service.¹ As part of our review, we surveyed all 505 Executive Level I through V full-time, nonjudicial presidential appointees in the executive branch as of June 1992. All of the surveyed group were subject to the Senate confirmation process, and it included all regulatory agencies' commissioners, assistant secretaries and above in all cabinet departments, the ranking officials of all of the large independent agencies, and most of those holding statutory positions in the Executive Office of the President. We excluded ambassadors, federal judges, U.S. Attorneys, and U.S. Marshals.

BACKGROUND

The United States Constitution provides for the nomination by the president and confirmation by the Senate of high-level executive positions within the federal government. The number of high-level executive positions filled by presidential appointees has been growing for most of this century. In part, this reflects a steady increase in the size of the federal government. Further, according to the National Academy of Public Administration (NAPA), where once perhaps only the agency head and deputy were appointed by the president, now there may be a half dozen or more presidential appointees at the top of the agency.

¹The United States Constitution provides for the nomination by the president and confirmation by the Senate of ambassadors, public ministers and consuls, judges of the Supreme Court, and other officers of the United States whose appointments are established by law.

In general, presidential nominations are referred to a Senate committee or committees on the basis of the committee that authorizes the department or agency to which the appointment is being made. The committee's confirmation duties may include conducting background investigations, examining financial disclosure statements, and possibly holding congressional hearings. Once considered by the committee, the nomination is then referred for floor consideration by the Senate. If the Senate confirms the appointment, it is sent to the White House, and the president completes the confirmation process by issuing a certificate that commissions the nominee.

A number of studies of the presidential appointment system have been completed over the last decade. One of these studies was published in November 1985 by the Presidential Appointee Project of the National Academy of Public Administration.² Concerned about the short tenure (about 2 years' duration) and frequent turnover of PAS, the Academy sought to remedy these problems. The project reported that many changes were needed to the presidential appointment system for it to continue to provide the nation with talented and creative leaders. Specific recommendations were aimed at improving the following appointment-related areas: selection and recruitment, financial disclosure and conflict of interest, the Senate confirmation process, transition and orientation of new appointees, and the working environment of the appointee. Many of these issue areas were included in our survey questionnaire.

APPROACH

We received responses to our questionnaire from 182 presidential appointees (36 percent of those surveyed). Due to the low response rate, the results of our survey cannot be projected to the governmentwide population of Senate-confirmed presidential appointees. However, we believe the results should provide useful insights into the views and experiences of those presidential appointees who responded.

Our survey of Senate-confirmed presidential appointees gathered information on their personal backgrounds and work experiences. Further, we identified a number of areas within the political appointment process about which the respondents expressed both positive and negative views. These views focused upon the PAS recruitment and orientation process and the working relationships

²Leadership In Jeopardy: The Fraying of the Presidential Appointments System, National Academy of Public Administration, Washington, D.C., November 1985.

PAS executives have with both career and noncareer senior executive service members (SES) within their agencies. Also, information gathered from our survey included biographical information on the presidential appointees on such topics as their age, sex, and race; their educational, professional, and occupational backgrounds; and their work experience before their PAS appointments.

Generally, our questionnaire gave PAS respondents the option of indicating the extent to which they agreed or disagreed with a statement or were satisfied or dissatisfied with a condition. We did this to make it easier for respondents to select answers that closely reflected their views. We did not verify whether the opinions of PAS respondents accurately reflected situations that existed in their organizations but accepted their views as perceptions of what they believed existed when they completed our surveys. The questionnaire was sent to PAS executives during the summer of 1992. A more detailed discussion of our objectives, scope, and methodology is included in appendix I. Detailed questionnaire responses are presented in appendix II.

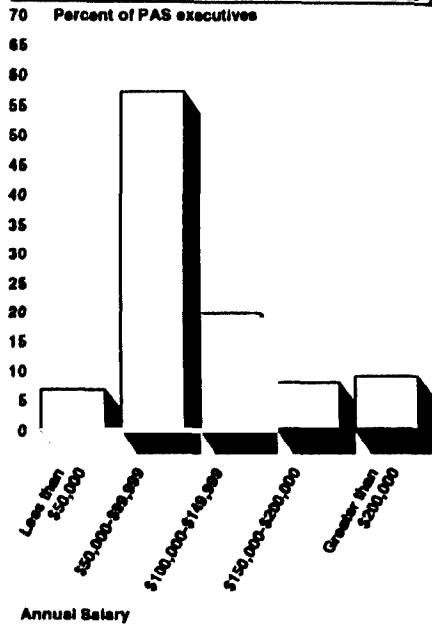
QUESTIONNAIRE RESPONSES

Personal Background

With respect to their personal backgrounds, over 85 percent of the PAS respondents said they were married, and 80 percent reported their age as 46 years or older. About 83 percent of the respondents were male and about 81 percent reported their race as Caucasian. Further, about 70 percent of the respondents indicated that they were affiliated or registered with the Republican party and 18 percent with the Democratic party.

About 51 percent of the PAS respondents indicated that in accepting a PAS appointment, they incurred either a moderate or great financial sacrifice. About 43 percent of the respondents said they were from the federal government; 18 percent were from a business or the corporate sector; 11 percent were from a college, university, or research organization; and about 9 percent were with a law firm immediately before their PAS appointments. The remaining 19 percent of PAS executives were employed by state or local governments, nonprofit organizations, various other organizations, or were self-employed. Regarding their positions immediately before appointment, most of the respondents reported having an annual salary range of between \$50,000 to \$99,999 (see fig. 1).

Figure 1: Annual Salary Range of Positions Held by PAS Executives Immediately Before Their PAS Appointments



Note 1: Response rates were insufficient to project to the universe of PAS population. Data only represent views of those responding to our survey.

Note 2: Current PAS salaries for levels I through V of the Executive Schedule range from \$143,800 through \$104,800, respectively.

Orientation Programs

Of the PAS respondents, 76 percent said they attended an orientation program on their appointments. A higher percentage of respondents indicated that they attended a program sponsored by the White House than by the department or agency to which they were appointed. Of those respondents who attended an orientation program, most indicated that the program adequately addressed various areas of government policy management, such as the president's policy objectives, public policies relevant to their agency, ethical guidelines for presidential appointees, and the White House staff structure. However, there were some areas of government policy management, such as the Office of Personnel Management (OPM) decisionmaking process and the federal rulemaking process, that at least 74 percent of PAS respondents indicated had not been addressed within the orientation programs they attended. Of the remaining respondents who said these areas had been addressed within the orientation program, most indicated the areas had been adequately addressed by the orientation program.

PAS Recruitment

Our survey respondents reported several ways or sources that led to their initial PAS appointments. The most common recruitment source (49 percent of respondents) was through a cabinet member, agency head, or professional colleague. Other cited sources included President Bush (20 percent), a Member of Congress (19 percent), and the PAS member's own political party (12 percent).

We also asked PAS respondents how helpful a number of suggested recruitment changes would be in improving the recruitment of highly qualified presidentially appointed executives. A summary of their responses is presented in table 1. Over 90 percent of the PAS respondents identified simplifying the PAS appointment process as the most helpful suggestion to be made. The least helpful suggested recruitment change identified by respondents was "waive double dipping restrictions."

Table 1: PAS Views on Suggested Changes to Recruitment Process

Suggested changes	Little or no help	Somewhat or moderately helpful	Greatly or very greatly helpful
Ease conflict-of-interest strictures	23.9	36.2	39.9
Ease financial disclosure requirements	17.4	48.5	34.2
Simplify and limit FBI investigation	28.2	44.1	27.6
Shorten time for White House General Counsel clearance	13.1	47.6	39.3
Make the Senate confirmation process less intrusive	17.0	42.0	40.9
Raise salaries	14.5	30.2	55.3
Waive double dipping restrictions	31.5	37.8	30.8
Simplify the entire process	5.9	22.4	71.8

Relations With Other Executives

Overall, PAS respondents reported favorable working relationships with both career and noncareer SES executives within their agencies. In one question in this section, we asked PAS respondents to rate how helpful or hindering PAS, noncareer, and career SES executives were in their organizational unit in accomplishing six tasks. Those respondents expressing an opinion reported that for five of the six cited tasks, career SES executives were more helpful than either the noncareer or PAS executives. For example, for those responding to an item about handling day-to-day management tasks, 86 percent of the PAS respondents indicated that the career SES executives either generally or greatly helped them, as compared to 80 percent for the noncareer SES and 70 percent for the PAS executives.

Accountability

Respondents generally believed they were held accountable for such organizational objectives as formulating policy, representing the agency to the public, improving operations, and improving their unit's capacity to perform its mission. Meeting affirmative action goals in hiring, promoting, and retention in the higher graded levels of agency employees was the objective that respondents believed they were held least accountable for (11 percent cited little or no extent of accountability). Of those expressing an opinion, over 51 percent of PAS respondents believed that the SES performance plan was effective in holding both career and noncareer SES executives accountable.

Job Satisfaction

To address how satisfied PAS executives were with their federal employment, we listed a number of aspects of their PAS service and asked respondents to indicate if they were very greatly satisfied, generally satisfied, neither satisfied nor dissatisfied, generally dissatisfied, or very dissatisfied. (See app. II, question 39.) Of those expressing an opinion, most PAS respondents were generally satisfied with internal agency relationships, internal agency operations, general governing issues, and career and personal issues. For example, regarding internal agency relationships, about 90 percent of respondents were very greatly satisfied or generally satisfied in working with career SES appointees. Also, over 96 percent of the respondents were very greatly satisfied or generally satisfied in dealing with challenging and interesting problems and in having an impact or making a difference.

The aspect of PAS service that respondents were most dissatisfied with was their ability to reassign or dismiss civil service employees; over 72 percent of respondents said they were very dissatisfied or generally dissatisfied. Another area in which PAS respondents expressed their dissatisfaction was with the pace of government decisionmaking; over 52 percent of respondents said they were very dissatisfied or generally dissatisfied with this process.

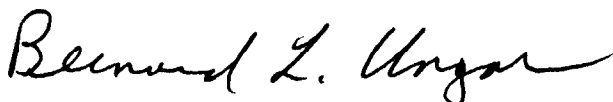
We also asked PAS respondents about how easy or difficult they found various aspects of their jobs. Of the 16 job aspects identified, the aspect receiving the highest percentage (61.5 percent) of respondents rating it as very or generally easy was "directing senior career employees." The job aspect receiving the highest percentage (60.9 percent) of respondents rating it as very or generally difficult was "the federal budget process."

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As agreed with the Subcommittee, we plan no further distribution of this report until 6 days after its issue date, unless you publicly announce its contents earlier. At that time, we will send copies to OPM, the Office of Presidential Personnel, and other interested parties. We will also make copies available to others upon request.

The major contributors to this report are listed in appendix III. If you have any questions about this report, please contact me on (202) 275-5074.

Sincerely yours,



Bernard L. Ungar
Director, Federal Human Resource
Management Issues

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ABBREVIATIONS

EOP	Executive Office of the President
OPM	Office of Personnel Management
NAPA	National Academy of Public Administration
PAS	Senate-Confirmed Political Appointees
SES	Senior Executive Service

OBJECTIVES, SCOPE, AND METHODOLOGY

The Chairman of the Subcommittee on the Civil Service, House Committee on Post Office and Civil Service, asked us to gather information on the views of PAS on a number of aspects of their government service. These aspects included identifying PAS views on (1) the PAS recruitment and orientation process, (2) their working relationships with members of the SES, (3) what factors might influence PAS executives to leave or remain with the government, and (4) what the sacrifices and/or benefits are of accepting a PAS appointment.

To gather this information we designed and pretested a questionnaire with a sample of PAS executives. We also provided a draft of the questionnaire to OPM and the Office of Presidential Personnel, within the Executive Office of the President (EOP), and incorporated their comments where appropriate.

The Office of Presidential Personnel assisted us in mailing the questionnaire. Due to the desire to keep the home addresses of PAS executives confidential, the Office of Presidential Personnel offered to do the mailing for us, rather than give the mailing list to us. We agreed, and the questionnaire was mailed to 505 full-time PAS in the executive branch. A universe of 639 PAS positions within the executive branch (excluding ambassadors, federal judges, U.S. Attorneys, and U.S. Marshals) was identified for us by EOP. However, according to an EOP official, due to PAS vacancies, a finalized universe of PAS executives of 505 was identified. EOP mailed our questionnaire on June 8, 1992.

Those who did not respond to the first mailing were sent a second EOP mailing on July 1, 1992. As a result of these two mailings, we received 182 completed and usable questionnaires, for a response rate of 36 percent. We did not verify whether the views and opinions of PAS questionnaire respondents accurately reflected situations that existed in their organizations, but we accepted their views as perceptions of what they believed existed when they completed our surveys.

We do not know how close the respondents' views are to the views of those respondents who did not respond. Because we prefer a higher response rate than the 36 percent we received, we are not projecting the respondents' views to the universe of PAS executives. Furthermore, while it is possible to compare group ratings asking about perceptions of PAS, noncareer, and career SES executives, the actual number of respondents providing those ratings may be quite different due to "no basis" or "not applicable" responses.

Additionally, some columns in appendix II showing the percentage of responses do not always add to 100 due to rounding or multiple responses to some questions. We completed our audit work in September 1992, in accordance with generally accepted government auditing standards.

RESPONSES TO SURVEY OF SENATE-CONFIRMED POLITICAL APPOINTEES IN THE FEDERAL GOVERNMENT

United States General Accounting Office



Senate-Confirmed Political Appointees in the Federal Government

Introduction

The U.S. General Accounting Office (GAO), an agency that assists Congress in evaluating federal programs and operations, is conducting a study of Senate-confirmed presidential appointees (PAS) at the request of the Subcommittee on Civil Service of the House Committee on Post Office and Civil Service.

The purpose of this questionnaire is to gather information from PAS executives to provide a better understanding of areas relevant to their federal service. These areas include (1) PASs' professional background and experience, (2) improving PAS recruitment and orientation process, (3) PASs' relationship with career SES members, (4) factors influencing PAS executives to remain in or leave government service, and (5) the sacrifices and benefits of accepting a PAS appointment.

This survey is being sent to all Executive Level I through V full-time, nonjudicial presidential appointees in the executive branch. Your responses will provide valuable baseline information that may assist future PAS executives in moving quickly and effectively into their agencies.

Your participation in this survey is voluntary. Your responses will be treated confidentially, combined with other responses, and reported only in summary form to Congress. The questionnaire is numbered only to aid us in our follow-up efforts and will not be used to identify you with your responses. After the questionnaires have been processed, the link between you and your responses will be destroyed, and no one will be able to identify how you or any other individual responded.

The survey should take no more than 30 minutes to complete. Please check the boxes and fill in the blanks as indicated. There is space at the end of the questionnaire for any additional comments you might have.

Please return your completed survey in the enclosed preaddressed, postage-paid envelope within 10 days of receipt. If you have any questions, please call Judith Michaels at GAO's headquarters, (202) 275-5734. Please return the survey to:

U.S. General Accounting Office
Dr. Judith E. Michaels
441 G Street, NW, Room 3150
Washington, D.C. 20548

Thank you for your cooperation.

* * * * *

Definitions

Presidential Appointments with Senate Confirmation (PAS) - For purposes of this survey, these positions are full-time nonjudicial presidential appointments that require Senate confirmation.

Initial PAS Position or Appointment - This is the first position to which you were appointed in the current administration.

Current PAS position - This is the position that you now hold. It may or may not be the same as the initial appointment.

- 1. Are you currently a full-time PAS appointee? (Check one.)

N=182

- 1. Yes (Continue to Question 2.) 100%
- 2. No (STOP. This survey is intended for full-time, Senate-confirmed presidential appointees only. Please do not complete this survey, but return it in the enclosed envelope. Thank you.) 0%

I. Professional Background

A. Position Immediately Prior to Your Initial PAS Appointment in the Current Administration

Please note that Questions 2 through 11 ask about the position you held immediately prior to your initial PAS appointment in the current administration. Please exclude from your answers any paid or volunteer Bush campaign or transition team work.

2. Which of the following best describes the type of organization for which you worked immediately prior to your initial PAS appointment? (Check only one.)

N=180

- 1. Federal government 77 / 42.8%
- 2. State or local government 10 / 5.6%
- 3. Business or corporate sector 32 / 17.8%
- 4. Self-employed 10 / 5.6%
- 5. College, university, or research organization 19 / 10.6%
- 6. Political party 0 / 0.0%
- 7. Think tank 2 / 1.1%
- 8. Interest group (e.g., Business Round Table, VFW, etc.) 2 / 1.1%
(Please specify.) _____
- 9. Law firm 17 / 9.4%
- 10. Labor union 0 / 0.0%
- 11. Nonprofit organization 5 / 2.8%
- 12. Other (Please specify.) 6 / 3.3%

3. For the position you held immediately prior to your initial PAS appointment, how long were you in that position? (Enter years/months.)

N=175	N=142
Range = 0 to 39	Range = 0 to 11
<u>Median = 6</u>	<u>Median = 3.5</u>
(Years)	(Months)

4. What was the geographical location of the position you held immediately prior to your initial PAS appointment? (Check one.)

N=172

- 1. Washington, D.C. metropolitan area 101 / 58.7%
- 2. Other (Please specify.) 71 / 41.3%

5. Which of the following were your primary functions in the position you held immediately prior to your initial PAS appointment? (Check all that apply.)

N=180 (Note: Percentages total to more than 100% due to multiple responses.)

- 1. Administration 57 / 31.7%
- 2. Management 97 / 53.9%
- 3. Legal affairs 39 / 21.7%
- 4. Political affairs 16 / 8.9%
- 5. Government relations 20 / 11.1%
- 6. Sales 5 / 2.8%
- 7. Education 17 / 9.4%
- 8. Training 4 / 2.2%
- 9. Other (Please specify.) 35 / 19.4%

6. In that position, how many paid and volunteer employees reported directly to you? (Enter numbers.)

Number of employees

N=171

Range = 0 to 60,000
Median = 7

1. Paid employees

N=72

Range = 0 to 50
Mode = 0

2. Volunteer employees

7. In that position, overall, how many paid and volunteer employees were in the work unit for which you were responsible? (Enter numbers. Include the numbers entered in Question 6.)

Number of employees

N=170

Range = 0 to 150,000
Median = 32.5

1. Paid employees

N=67

Range = 0 to 1,000
Mode = 0

2. Volunteer employees

8. Did you have direct responsibility for a budget in the position you held immediately prior to your initial appointment? (Check one.)

N=180

- 1. Yes (Continue to Question 9.) 121 / 67.2%
- 2. No (Skip to Question 10.) 59 / 32.8%

9. What was the budget amount for which you had direct responsibility? (Check one.)

N=120

- 1. Up to \$500,000 19 / 15.8%
- 2. \$500,001 to \$1 million 15 / 12.5%
- 3. \$1,000,001 to \$5 million 23 / 19.2%
- 4. \$5,000,001 to \$10 million 10 / 8.3%
- 5. \$10,000,001 to \$25 million 13 / 10.8%
- 6. \$25,000,001 to \$100 million 14 / 11.7%
- 7. More than \$100 million 26 / 21.7%

10. Which of the following categories best describes your annual salary in that position? (Check one. Include only your personal salary and other cash benefits such as bonuses and commissions, before taxes.)

N=179

- 1. Less than \$50,000 12 / 6.7%
- 2. \$50,000 - \$99,999 102 / 57.0%
- 3. \$100,000 - \$149,999 35 / 19.6%
- 4. \$150,000 - \$200,000 14 / 7.8%
- 5. Greater than \$200,000 16 / 8.9%

11. How much of a financial sacrifice or benefit, if any, resulted from the acceptance of your initial PAS appointment? (Check one. Please consider your total family financial situation immediately prior to your initial PAS appointment.)

N=180

- 1. Great sacrifice 37 / 20.6%
- 2. Moderate sacrifice 55 / 30.6%
- 3. Neither a sacrifice nor a benefit 48 / 26.7%
- 4. Moderate benefit 35 / 19.4%
- 5. Great benefit 5 / 2.8%

B. Federal Government Employment

Questions 12 and 13 ask only about federal civilian employment work history. Do not include military service.

12. How many federal government positions have you held and how many years have you served in each of the following job categories? (Include your current PAS position and enter numbers.)

	Job Category			
	PAS position(s)	SES position(s)	Schedule C position(s)	All other federal employment
1. Number of positions held	N = 168 Median = 1	N = 67 Median = 1	N = 58 Median = 1	N = 94 Median = 2
2. Number of years served in each	N = 165 Mean = 4.8	N = 60 Mean = 4.0	N = 51 Mean = 2.6	N = 90 Mean = 10.1

13. In which administration(s) and for how many years in each administration have you served in any PAS position? (Check all that apply and enter number of years, as appropriate.)

ADMINISTRATION	Served?		If yes, number of years?
	Yes (1)	No (2)	
1. Bush 1/89 - 1/93 N=175	175 100.0%	0 0.0%	Median = 3
2. Reagan 1/85 - 1/89 N=106	71 67.0%	35 33.0%	Median = 4
3. Reagan 1/81 - 1/85 N=76	34 44.7%	42 55.3%	Median = 3
4. Carter 1/77 - 1/81 N=56	5 8.9%	51 91.1%	Median = 2
5. Ford 8/74 - 1/77 N=56	8 14.3%	48 85.7%	Median = 2
6. Nixon 1/69 - 8/74 N=58	8 13.8%	50 86.2%	Median = 2
7. Johnson 11/63 - 1/69 N=52	0 0.0%	52 100.0%	N/A
8. Kennedy 1/61 - 11/63 N=52	0 0.0%	52 100.0%	N/A
9. Other (Please specify.) _____ N=6	1 16.7%	5 83.3%	N/A

C. Elective Office

14. Have you ever run for and been elected to public office? (Check one.)

N=182

- 1. Yes (Continue to Question 15.) 30 / 16.5%
- 2. No (Skip to PART II, next column.) 152 / 83.5%

15. At what level of government have you served in elective office and for how long? (Check all that apply and enter number of years served.)

<u>Level</u>	<u>Number of years</u>
	N=13 Range = 2 to 18 <u>Median = 6</u>
1. <input type="checkbox"/> City	
	N=6 Range = 1 to 23 <u>Median = 6</u>
2. <input type="checkbox"/> County	
	N=11 Range = 4 to 19 <u>Median = 6</u>
3. <input type="checkbox"/> State	
	N=2 Range = 14 to 20 <u>Median = 17</u>
4. <input type="checkbox"/> National	

II. PAS Selection and Orientation

The questions in this section deal with the process through which you were recruited, selected, and oriented to PAS service.

16. There may be several ways through which you became a PAS appointee. Which of the following sources led to your initial PAS position? (Check all that apply.)

N=180 (Note: Percentages total to more than 100% due to multiple responses.)

- 1. My party (e.g., worked on campaign) 22 / 12.2%
 - 2. President Bush 36 / 20.0%
 - 3. A Cabinet member, agency head, or professional colleague 89 / 49.4%
 - 4. A member of Congress 35 / 19.4%
 - 5. Self-referred 18 / 10.0%
 - 6. Other (Please specify.) 30 / 16.7%
-
- 7. Uncertain/Unknown 9 / 5.0%

17. Have you attended any orientation program(s) given only to PAS appointees since your initial PAS appointment? (Check one.)

N=179

- 1. Yes (Continue to Question 18.) 136 / 76.0%
- 2. No (Skip to Question 20.) 43 / 24.0%

18. Which of the following organizations sponsored any PAS orientation program(s) (do not include issue briefings) that you attended and what was the year(s) of attendance? (Check one box under Column A in each row. If "Yes," enter year of attendance in Column B.)

ORGANIZATIONS	A. Sponsored orientation program?		B. If yes, year(s) of attendance.
	Yes (1)	No (2)	
1. The White House N=132	130 98.5%	2 1.5%	
2. The department or agency to which I was appointed N=57	25 43.9%	32 56.1%	
3. Office of Personnel Management N=51	9 17.6%	42 82.4%	
4. The Kennedy School of Government at Harvard University N=48	5 10.4%	43 89.6%	
5. The Brookings Institution N=46	2 4.3%	44 95.7%	
6. The American Enterprise Institute N=45	1 2.2%	44 97.8%	
7. The Heritage Foundation N=45	1 2.2%	44 97.8%	
8. Other (Please specify.) _____	2 15.4%	11 84.6%	
N=13			

19. Overall, of the orientation(s) you attended, was each of the following areas of government policy management addressed? If yes, how adequately or inadequately was each area covered? (Check one box under Column A in each row. If "Yes," check one box for each row, as appropriate, in Column B.)

AREA OF GOVERNMENT POLICY MANAGEMENT	A. Addressed?		B. If yes, adequately covered?					No basis to judge/ Cannot recall (6)
	Yes (1)	No (2)	Very adequate (1)	Generally adequate (2)	Neither adequate nor inadequate (3)	Generally inadequate (4)	Very inadequate (5)	
1. The federal budget process N=112	85 75.9%	27 24.1%	22 26.5%	35 42.2%	13 15.7%	13 15.7%	0 0.0%	0
2. The federal personnel system N=109	85 78.0%	24 22.0%	20 24.4%	39 47.6%	14 17.1%	6 7.3%	3 3.7%	1
3. Public policies relevant to my agency N=107	47 43.9%	60 56.1%	16 35.6%	18 40.0%	7 15.6%	3 6.7%	1 2.2%	0
4. The President's policy objectives N=123	111 90.2%	12 9.8%	46 42.6%	48 44.4%	10 9.3%	4 3.7%	0 0.0%	0
5. White House decisionmaking procedures N=109	72 66.1%	37 33.9%	28 40.6%	28 40.6%	6 8.7%	6 8.7%	1 1.4%	0
6. White House staff structure N=114	94 82.5%	20 17.5%	41 46.1%	37 41.6%	3 3.4%	6 6.7%	2 2.2%	0
7. The OMB decisionmaking process N=106	52 49.1%	54 50.9%	13 26.5%	20 40.8%	9 18.4%	6 12.2%	1 2.0%	0
8. The OPM decisionmaking process N=100	26 26.0%	74 74.0%	8 32.0%	7 28.0%	6 24.0%	3 12.0%	1 4.0%	0
9. Interactions with senior career employees N=107	69 64.5%	38 35.5%	23 34.3%	30 44.8%	9 13.4%	4 6.0%	1 1.5%	0
10. Interactions with Congress N=103	70 68.0%	33 32.0%	18 26.1%	33 47.8%	12 17.4%	4 5.8%	2 2.9%	0
11. The federal rulemaking process N=100	25 25.0%	75 75.0%	11 44.0%	6 24.0%	5 20.0%	3 12.0%	0 0.0%	0
12. Congressionally mandated regulatory systems N=97	22 22.7%	75 77.3%	6 27.3%	6 27.3%	6 27.3%	3 13.6%	1 4.5%	0
13. Ethical guidelines for presidential appointees N=129	126 97.7%	3 2.3%	81 67.5%	33 27.5%	5 4.2%	1 0.8%	0 0.0%	0
14. Relations with the news media N=108	78 72.2%	30 27.8%	23 30.7%	41 54.7%	7 9.3%	2 2.7%	2 2.7%	1
15. Other (Please specify.) _____ _____ N=11	7 63.6%	4 36.4%	5 71.4%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0

20. Based on your PAS service, how important is it that the following areas of government policy management be included in an orientation program for PAS executives who are new to the federal government? (Check one box in each row.)

AREA OF GOVERNMENT POLICY MANAGEMENT	Little or no importance (1)	Somewhat important (2)	Moderately important (3)	Very important (4)	Very great importance (5)	No basis to judge/ Not applicable (6)
1. The federal budget process N=177	12 6.9%	10 5.8%	25 14.5%	66 38.2%	60 34.7%	4
2. The federal personnel system N=176	13 7.5%	13 7.5%	44 25.4%	59 34.1%	44 25.4%	3
3. Public policies relevant to my agency N=177	12 6.9%	6 3.5%	17 9.8%	58 33.5%	80 46.2%	4
4. The President's policy objectives N=176	7 4.1%	8 4.7%	22 12.8%	65 37.8%	70 40.7%	4
5. White House decisionmaking procedures N=176	13 7.6%	24 14.1%	52 30.6%	53 31.2%	28 16.5%	6
6. White House staff structure N=177	20 11.7%	39 22.8%	50 29.2%	47 27.5%	15 8.8%	6
7. The OMB decisionmaking process N=176	15 8.8%	20 11.7%	36 21.1%	69 40.4%	31 18.1%	5
8. The OPM decisionmaking process N=177	21 12.3%	47 27.5%	51 29.8%	38 22.2%	14 8.2%	6
9. Interactions with senior career employees N=176	14 8.1%	22 12.8%	44 25.6%	50 29.1%	42 24.4%	4
10. Interactions with Congress N=175	5 2.9%	8 4.7%	26 15.2%	75 43.9%	57 33.3%	4
11. The executive branch rulemaking process N=172	14 8.4%	23 13.8%	49 29.3%	53 31.7%	28 16.8%	5
12. Congressionally mandated regulatory systems N=173	13 7.9%	26 15.9%	54 32.9%	47 28.7%	24 14.6%	9
13. Ethical guidelines for presidential appointees N=178	1 0.6%	3 1.7%	7 4.0%	55 31.3%	110 62.5%	2
14. Relations with the news media N=173	10 5.9%	15 8.9%	43 25.4%	56 33.1%	45 26.6%	4
15. Other (Please specify.) _____ _____ N=6	1 16.7%	1 16.7%	0 0.0%	3 50.0%	1 16.7%	0

21. How helpful, if at all, would the following suggested changes be in facilitating the recruitment of highly qualified people to presidentially appointed positions? (Check one box in each row.)

SUGGESTED CHANGES	Little or no help (1)	Somewhat helpful (2)	Moderately helpful (3)	Greatly helpful (4)	Very greatly helpful (5)	No basis to judge (6)
1. Ease conflict-of-interest strictures N=176	39 23.9%	17 10.4%	42 25.8%	28 17.2%	37 22.7%	13
2. Ease financial disclosure requirements N=175	29 17.4%	30 18.0%	51 30.5%	36 21.6%	21 12.6%	8
3. Simplify and limit FBI investigation N=173	48 28.2%	34 20.0%	41 24.1%	30 17.6%	17 10.0%	3
4. Shorten time for White House General Counsel clearance N=175	22 13.1%	32 19.0%	48 28.6%	41 24.4%	25 14.9%	7
5. Make the Senate confirmation process less intrusive N=176	30 17.0%	25 14.2%	49 27.8%	43 24.4%	29 16.5%	0
6. Raise salaries N=176	25 14.5%	20 11.6%	32 18.6%	55 32.0%	40 23.3%	4
7. Waive double dipping restrictions N=173	45 31.5%	27 18.9%	27 18.9%	24 16.8%	20 14.0%	30
8. Simplify the entire process N=172	10 5.9%	11 6.5%	27 15.9%	53 31.2%	69 40.6%	2
9. Other (Please specify.) _____ N=11	0 0.0%	0 0.0%	0 0.0%	3 27.3%	8 72.7%	0

II. Current Position

The questions in this section deal primarily with the following aspects of your current PAS position: characteristics of position, relations with other executives, accountability, job satisfaction, and employment intentions.

A. Characteristics of Position

22. For your current PAS position, please enter the dates you were nominated and confirmed. (If confirmation is pending, check the box.)

N=165
Range = 2/4/74 to 6/18/92

1. Date nominated: | | | |
 mm dd yy

N=173
Range = 4/28/74 to 5/9/92

2. Date confirmed: | | | |
 mm dd yy

OR

Confirmation pending N=3

23. Is your current PAS position a statutory term appointment? (Check one.)

N=179

- 1. Yes (Continue to Question 24.) 75 / 41.9%
- 2. No (Skip to Question 25.) 104 / 58.1%

24. If yes, when does your term expire? (Enter date.)

N=71
Range = 6/15/91 to 1/31/04

| | | |
 mm dd yy

25. Where is your current PAS position located? (Check one.)

N=181

- 1. Department or agency headquarters 175 / 96.7%
- 2. Regional office 1 / 0.6%
- 3. Area field office, field office or installation, or the equivalent 5 / 2.8%

26. What is your Executive Level (EL)? (Check one.)

N=171

- 1. EL I 7 / 4.1%
- 2. EL II 14 / 8.2%
- 3. EL III 37 / 21.6%
- 4. EL IV 96 / 56.1%
- 5. EL V 13 / 7.6%
- 6. Other (Please specify.) 4 / 2.3%

B. Relations with Other Executives

27. Prior to your first PAS appointment by any president, how much, if at all, did you believe career SES executives would help you (encourage, share information, etc.) in or hinder you (discourage, withhold information, etc.) in executing your PAS responsibilities? (Check one.)

N=180

- 1. Greatly help 55 / 30.6%
- 2. Generally help 63 / 35.0%
- 3. Help more than hinder 22 / 12.2%
- 4. Help as much as hinder 7 / 3.9%
- 5. Hinder more than help 6 / 3.3%
- 6. Generally hinder 0 / 0.0%
- 7. Greatly hinder 1 / 0.6%
- 8. No opinion 26 / 14.4%

28. About how many PAS, noncareer SES, and career SES executives are there in your organizational unit and in your agency? (Enter numbers.)

	Your organizational unit (1)	Your agency (2)
1. PAS	N=148 Range = 0 to 22 Median = 1	N=147 Range = 0 to 200 Median = 5
2. Noncareer SES	N=115 Range = 0 to 100 Median = 0	110 Range = 0 to 1,248 Median = 3
3. Career SES	N=129 Range = 0 to 900 Median = 4	N=124 Range = 0 to 1,500 Median = 25

29. Currently, in working with PAS, noncareer SES, and career SES executives in your agency, to what extent, if at all, do you generally consider them to be responsive to policy direction and competent? (For each colleague group, check one box in each row.)

		Very great extent (1)	Great extent (2)	Moderate extent (3)	Some extent (4)	Little or no extent (5)	No basis to judge/ Not applicable (6)
PAS							
1. Responsive to policy direction	N=167	63 44.4%	56 39.4%	15 10.6%	6 4.2%	2 1.4%	25
2. Competent	N=167	63 40.9%	59 38.3%	22 14.3%	6 3.9%	4 2.6%	13
NONCAREER SES							
1. Responsive to policy direction	N=154	39 33.9%	55 47.8%	16 13.9%	5 4.3%	0 0.0%	39
2. Competent	N=154	33 28.0%	50 42.4%	28 23.7%	7 5.9%	0 0.0%	36
CAREER SES							
1. Responsive to policy direction	N=170	43 27.6%	63 40.4%	36 23.1%	13 8.3%	1 0.6%	14
2. Competent	N=171	56 35.0%	67 41.9%	27 16.9%	9 5.6%	1 0.6%	11

30. In general, how often, if at all, do you involve any other PAS, noncareer SES, or career SES executives in your agency regarding the following processes? (For each colleague group, check one box in each row.)

		Seldom, if ever (1)	Some of of the time (2)	Often (3)	Very often (4)	Always or almost always (5)	Not applicable (6)
PAS							
1. Policy feasibility	N=170	5 3.3%	12 8.0%	20 13.3%	30 20.0%	83 55.3%	20
2. Policy formulation and development	N=171	5 3.3%	10 6.6%	22 14.6%	21 13.9%	93 61.6%	20
3. Policy implementation	N=169	7 4.8%	9 6.1%	25 17.0%	23 15.6%	83 56.5%	22
4. Budget decisions	N=171	14 9.8%	14 9.8%	21 14.7%	22 15.4%	72 50.3%	28
5. Staff selection/promotion decisions	N=168	23 15.8%	26 17.8%	19 13.0%	24 16.4%	54 37.0%	22
NONCAREER SES							
1. Policy feasibility	N=154	7 6.9%	12 11.9%	19 18.8%	25 24.8%	38 37.6%	53
2. Policy formulation and development	N=154	6 5.9%	14 13.9%	21 20.8%	20 19.8%	40 39.6%	53
3. Policy implementation	N=154	8 8.1%	11 11.1%	18 18.2%	23 23.2%	39 39.4%	55
4. Budget decisions	N=154	15 15.6%	14 14.6%	17 17.7%	16 16.7%	34 35.4%	58
5. Staff selection/promotion decisions	N=154	20 20.4%	19 19.4%	15 15.3%	16 16.3%	28 28.6%	56
CAREER SES							
1. Policy feasibility	N=169	7 4.5%	8 5.1%	28 17.9%	43 27.6%	70 44.9%	13
2. Policy formulation and development	N=169	5 3.2%	9 5.7%	27 17.2%	43 27.4%	73 46.5%	12
3. Policy implementation	N=169	3 1.9%	9 5.8%	23 14.9%	35 22.7%	84 54.5%	15
4. Budget decisions	N=169	6 4.0%	11 7.3%	24 15.9%	30 19.9%	80 53.0%	18
5. Staff selection/promotion decisions	N=169	14 9.3%	13 8.6%	24 15.9%	29 19.2%	71 47.0%	18

31. Currently, in working with PAS, noncareer SES, and career SES executives in your organizational unit, overall, do they help or hinder you in accomplishing the following tasks? (For each colleague group, check one box in each row.)

	Greatly help (1)	Generally help (2)	Help as much as hinder (3)	Generally hinder (4)	Greatly hinder (5)	No basis to judge/ Not applicable (6)
PAS						
1. Mastering substantive policy details N=166	45 39.5%	49 43.0%	16 14.0%	2 1.8%	2 1.8%	52
2. Liaison with the federal bureaucracy N=166	34 30.9%	50 45.5%	19 17.3%	5 4.5%	2 1.8%	56
3. Liaison with Congress N=166	33 29.7%	56 50.5%	13 11.7%	4 3.6%	5 4.5%	55
4. Anticipating potential policy implementation problems N=166	37 32.7%	50 44.2%	15 13.3%	9 8.0%	2 1.8%	53
5. Handling day-to-day management tasks N=165	34 31.5%	41 38.0%	24 22.2%	5 4.6%	4 3.7%	57
6. Technical analysis of difficult issues N=165	37 33.0%	49 43.8%	17 15.2%	6 5.4%	3 2.7%	53
NONCAREER SES						
1. Mastering substantive policy details N=150	30 34.1%	46 52.3%	9 10.2%	2 2.3%	1 1.1%	62
2. Liaison with the federal bureaucracy N=149	28 32.2%	43 49.4%	12 13.8%	3 3.4%	1 1.1%	62
3. Liaison with Congress N=150	25 30.5%	36 43.9%	15 18.3%	4 4.9%	2 2.4%	68
4. Anticipating potential policy implementation problems N=150	23 26.7%	46 53.5%	11 12.8%	4 4.7%	2 2.3%	64
5. Handling day-to-day management tasks N=150	30 34.9%	39 45.3%	13 15.1%	3 3.5%	1 1.2%	64
6. Technical analysis of difficult issues N=150	34 39.5%	38 44.2%	10 11.6%	3 3.5%	1 1.2%	64
CAREER SES						
1. Mastering substantive policy details N=169	71 48.3%	57 38.8%	15 10.2%	0 0.0%	4 2.7%	22
2. Liaison with the federal bureaucracy N=169	63 43.8%	60 41.7%	14 9.7%	5 3.5%	2 1.4%	25
3. Liaison with Congress N=167	37 27.8%	59 44.4%	29 21.8%	4 3.0%	4 3.0%	34
4. Anticipating potential policy implementation problems N=167	56 38.6%	61 42.1%	21 14.5%	4 2.8%	3 2.1%	22
5. Handling day-to-day management tasks N=168	71 48.0%	56 37.8%	18 12.2%	0 0.0%	3 2.0%	20
6. Technical analysis of difficult issues N=166	87 59.2%	47 32.0%	9 6.1%	2 1.4%	2 1.4%	19

32. Now that you have worked with career SES executives, how much, if at all, do you believe they help you (encourage, share information, etc.) in or hinder you (discourage, withhold information, etc.) in executing your PAS responsibilities? (Check one.)

N=174

- 1. Greatly help 83 / 47.7%
- 2. Generally help 60 / 34.5%
- 3. Help more than hinder 13 / 7.5%
- 4. Help as much as hinder 8 / 4.6%
- 5. Hinder more than help 2 / 1.1%
- 6. Generally hinder 1 / 0.6%
- 7. Greatly hinder 1 / 0.6%
- 8. No opinion 6 / 3.4%

33. In your opinion, does the length of service (tenure) of PAS, noncareer SES, and career SES executives result in effective or ineffective operation(s) in your agency? (Check one box in each row.)

		Very effective (1)	Generally effective (2)	Neither effective nor ineffective (3)	Generally ineffective (4)	Very ineffective (5)	No basis to judge/ Not applicable (6)
1. PAS	N=165	50 33.8%	67 45.3%	21 14.2%	5 3.4%	5 3.4%	17
2. Noncareer SES	N=149	26 25.2%	49 47.6%	23 22.3%	3 2.9%	2 1.9%	46
3. Career SES	N=165	47 32.4%	68 46.9%	19 13.1%	9 6.2%	2 1.4%	20

34. To what extent, if at all, do you attribute PAS, noncareer SES, and career SES turnover in your agency to the following factors? (Check one box in each row.)

FACTORS	Little or no extent (1)	Some extent (2)	Moderate extent (3)	Great extent (4)	Very great extent (5)	No basis to judge/ Not applicable (6)
PAS						
1. Burnout N=166	54 45.8%	25 21.2%	23 19.5%	9 7.6%	7 5.9%	48
2. Stress on personal/family life N=165	38 31.4%	28 23.1%	26 21.5%	17 14.0%	12 9.9%	44
3. Better job offer N=166	25 19.8%	22 17.5%	27 21.4%	34 27.0%	18 14.3%	40
4. Pursue career opportunity N=166	26 20.8%	15 12.0%	35 28.0%	32 25.6%	17 13.6%	41
5. Higher salary elsewhere N=164	25 19.8%	21 16.7%	27 21.4%	29 23.0%	24 19.0%	38
6. Policy disagreement N=166	66 54.5%	34 28.1%	14 11.6%	5 4.1%	2 1.7%	45
7. Interpersonal conflict N=166	48 40.7%	44 37.3%	17 14.4%	6 5.1%	3 2.5%	48
8. Time-limited appointment or change of administration N=165	23 18.5%	8 6.5%	22 17.7%	23 18.5%	48 38.7%	41
9. Other (please specify.) N=16	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	14
NONCAREER SES						
1. Burnout N=153	39 47.6%	21 25.6%	14 17.1%	7 8.5%	1 1.2%	71
2. Stress on personal/family life N=152	23 27.4%	30 35.7%	18 21.4%	9 10.7%	4 4.8%	68
3. Better job offer N=154	11 12.4%	16 18.0%	20 22.5%	23 25.8%	19 21.3%	65
4. Pursue career opportunity N=153	13 14.8%	11 12.5%	24 27.3%	23 26.1%	17 19.3%	65
5. Higher salary elsewhere N=153	16 18.2%	15 17.0%	16 18.2%	20 22.7%	21 23.9%	65
6. Policy disagreement N=153	52 62.7%	19 22.9%	9 10.8%	2 2.4%	1 1.2%	70
7. Interpersonal conflict N=153	33 39.3%	26 31.0%	18 21.4%	4 4.8%	3 3.6%	69
8. Time-limited appointment or change of administration N=152	24 29.3%	10 12.2%	12 14.6%	14 17.1%	22 26.8%	70
9. Other (please specify.) N=26	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	25

(QUESTION 34 CONTINUES ON NEXT PAGE.)

(QUESTION 34 CONTINUED.)

To what extent, if at all, do you attribute PAS, noncareer SES, and career SES turnover in your agency to the following factors? (Check one box in each row.)

FACTORS	Little or no extent (1)	Some extent (2)	Moderate extent (3)	Great extent (4)	Very great extent (5)	No basis to judge/ Not applicable (6)
CAREER SES						
1. Burnout N=163	61 50.0%	36 29.5%	20 16.4%	4 3.3%	1 0.8%	41
2. Stress on personal/family life N=163	51 41.8%	40 32.8%	23 18.9%	7 5.7%	1 0.8%	41
3. Better job offer N=163	22 18.0%	30 24.6%	20 16.4%	30 24.6%	20 16.4%	41
4. Pursue career opportunity N=163	20 16.3%	33 26.8%	27 22.0%	28 22.8%	15 12.2%	40
5. Higher salary elsewhere N=163	28 23.0%	26 21.3%	19 15.6%	26 21.3%	23 18.9%	41
6. Policy disagreement N=163	75 61.5%	30 24.6%	11 9.0%	5 4.1%	1 0.8%	41
7. Interpersonal conflict N=160	54 46.2%	44 37.6%	13 11.1%	3 2.6%	3 2.6%	43
8. Other (please specify.) N=15	0 0.0%	0 0.0%	2 66.7%	1 33.3%	0 0.0%	12

35. How often, if at all, do you have working contact (i.e., by phone or in meetings) with PAS executives in other agencies of the federal government? (Check one.)

N=178

- 1. No phone calls or meetings 10 / 5.6%
- 2. Fewer than 3 contacts per month 48 / 27.0%
- 3. 1 to 3 contacts per week 58 / 32.6%
- 4. 4 to 6 contacts per week 24 / 13.5%
- 5. 7 to 9 contacts per week 6 / 3.4%
- 6. 10 or more contacts per week 32 / 18.0%

36. Are you currently or have you been involved in a formal or informal interagency working group? (Check one.)

N=179

- 1. Yes 138 / 77.1%
- 2. No 41 / 22.9%

C. Accountability

37. To what extent, if at all, do you, as a PAS, feel you are held accountable for meeting the following objectives for your organizational unit? (Check one box in each row.)

OBJECTIVES	Very great extent (1)	Great extent (2)	Moderate extent (3)	Some extent (4)	Little or no extent (5)	No basis to judge/ Not applicable (6)
1. Formulating policy N=178	126 74.1%	26 15.3%	8 4.7%	6 3.5%	4 2.4%	8
2. Improving operations N=176	111 64.5%	26 15.1%	19 11.0%	11 6.4%	5 2.9%	4
3. Improving the unit's capacity to perform its mission (e.g., staff development, systems, processes) N=178	99 56.6%	36 20.6%	27 15.4%	8 4.6%	5 2.9%	3
4. Meeting measurable program outcome indicators (e.g., quality, cost, timeliness, customer satisfaction) N=178	95 55.2%	31 18.0%	23 13.4%	12 7.0%	11 6.4%	6
5. Meeting affirmative action goals in hiring, promoting, and retention in the higher grades (GS 13-15, SES) N=177	84 50.6%	33 19.9%	21 12.7%	10 6.0%	18 10.8%	11
6. Long range planning N=177	92 53.5%	33 19.2%	27 15.7%	11 6.4%	9 5.2%	5
7. Representing my agency to the public N=178	123 70.3%	24 13.7%	21 12.0%	6 3.4%	1 0.6%	3
8. Establishing working relationships with other federal agencies N=178	86 50.0%	29 16.9%	33 19.2%	14 8.1%	10 5.8%	6
9. Other (please specify.) N=7	4 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3

38. How effective or ineffective is the SES performance plan in holding noncareer and career SES executives accountable in your organizational unit? (Check one box in each row.)

	Very effective (1)	Generally effective (2)	Neither effective nor ineffective (3)	Generally ineffective (4)	Very ineffective (5)	No basis to judge (6)
1. Noncareer SES N=156	8 9.2%	37 42.5%	16 18.4%	16 18.4%	10 11.5%	69
2. Career SES N=171	20 14.6%	61 44.5%	21 15.3%	22 16.1%	13 9.5%	34

D. Job Satisfaction

39. Please rate the general level of satisfaction or dissatisfaction you derive from the following aspects of your PAS service. (Check one box in each row.)

	Very greatly satisfied (1)	Generally satisfied (2)	Neither satisfied nor dissatisfied (3)	Generally dissatisfied (4)	Very dissatisfied (5)	No basis to judge/ Not applicable (6)
Internal Agency Relationships						
1. Working with other political appointees N=176	51 29.5%	89 51.4%	25 14.5%	8 4.6%	0 0.0%	3
2. Working with career SES appointees N=172	48 29.4%	98 60.1%	13 8.0%	3 1.8%	1 0.6%	9
3. The reaction of career SES executives to policy direction N=174	35 21.9%	98 61.3%	18 11.3%	8 5.0%	1 0.6%	14
4. Ability to reassign or dismiss civil service employees N=176	0 0.0%	7 4.7%	33 22.3%	56 37.8%	52 35.1%	28
Internal Agency Operations						
5. Improving my organizational unit's operations N=178	62 35.8%	86 49.7%	11 6.4%	11 6.4%	3 1.7%	5
6. Managing a large government organization or program N=178	68 44.2%	60 39.0%	19 12.3%	5 3.2%	2 1.3%	24
7. Ability to control my agency's or unit's budget N=178	37 22.8%	48 29.6%	32 19.8%	37 22.8%	8 4.9%	16
8. Agency quality of life N=178	48 27.7%	73 42.2%	29 16.8%	18 10.4%	5 2.9%	5
9. Time available to think creatively about the issues with which I have to deal N=178	22 12.5%	80 45.5%	22 12.5%	45 25.6%	7 4.0%	2
External Government and Public Relationships						
10. Dealing with the White House N=178	31 20.7%	69 46.0%	31 20.7%	15 10.0%	4 2.7%	28
11. Dealing with the OMB N=177	13 9.0%	69 47.9%	34 23.6%	24 16.7%	4 2.8%	33
12. Dealing with the OPM N=177	8 6.4%	42 33.6%	51 40.8%	18 14.4%	6 4.8%	52
13. Dealing with the Congress N=177	16 9.6%	87 52.1%	26 15.6%	29 17.4%	9 5.4%	10
14. Dealing with organized groups that oppose agency policy N=178	5 3.4%	70 47.0%	50 33.6%	19 12.8%	5 3.4%	29
15. Dealing with the news media N=178	15 9.1%	80 48.5%	45 27.3%	20 12.1%	5 3.0%	13

(QUESTION 39 CONTINUES ON NEXT PAGE.)

(QUESTION 39 CONTINUED.)

Please rate the general level of satisfaction or dissatisfaction you derive from the following aspects of your PAS service. (Check one box in each row.)

	Very greatly satisfied (1)	Generally satisfied (2)	Neither satisfied nor dissatisfied (3)	Generally dissatisfied (4)	Very dissatisfied (5)	No basis to judge/ Not applicable (6)
General Governing Issues						
16. Implementing the President's policy objectives N=178	53 34.2%	72 46.5%	25 16.1%	3 1.9%	2 1.3%	23
17. Dealing with challenging and interesting problems N=179	116 65.2%	60 33.7%	1 0.6%	1 0.6%	0 0.0%	1
18. The pace of government decisionmaking N=177	10 5.7%	49 28.2%	24 13.8%	75 43.1%	16 9.2%	3
Career/Personal Issues						
19. Meeting and working with stimulating people N=179	102 57.3%	66 37.1%	7 3.9%	3 1.7%	0 0.0%	1
20. Promoting my own policy objectives N=179	52 31.1%	83 49.7%	29 17.4%	3 1.8%	0 0.0%	12
21. Having an impact/making a difference N=179	97 54.2%	75 41.9%	4 2.2%	2 1.1%	1 0.6%	0
22. Enhancing my long-term career opportunities N=179	27 18.0%	49 32.7%	69 46.0%	5 3.3%	0 0.0%	29
23. The amount of time my job requires N=178	23 13.0%	89 50.3%	34 19.2%	26 14.7%	5 2.8%	1
24. My current salary N=177	12 6.8%	85 48.3%	43 24.4%	26 14.8%	10 5.7%	1
25. The impact of my job on my personal/family life N=178	13 7.3%	80 45.2%	33 18.6%	41 23.2%	10 5.6%	1
26. Public perception of my role as a federal manager N=179	31 18.2%	100 58.8%	24 14.1%	10 5.9%	5 2.9%	9
OTHER						
27. Other (please specify.) _____ _____ _____ N=3	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1

40. To you, how important, or not, is each of the following goals for your agency? (Check one box in each row.)

GOALS	Very greatly important (1)	Greatly important (2)	Moderately important (3)	Somewhat important (4)	Little or no importance (5)	No basis to judge/ Not applicable (6)
1. Improving efficiency of my agency's operations N=179	110 61.8%	48 27.0%	15 8.4%	3 1.7%	2 1.1%	1
2. Improving effectiveness of my agency N=178	124 69.7%	41 23.0%	9 5.1%	2 1.1%	2 1.1%	0
3. Developing new policies and/or regulations N=178	81 46.6%	59 33.9%	25 14.4%	7 4.0%	2 1.1%	4
4. Reducing regulations N=179	41 25.3%	42 25.9%	46 28.4%	20 12.3%	13 8.0%	17
5. Changing public perceptions of my agency N=178	72 41.9%	49 28.5%	32 18.6%	10 5.8%	9 5.2%	6
6. Enhancing size or scope of my agency N=178	16 9.5%	17 10.1%	32 19.0%	20 11.9%	83 49.4%	10
7. Improving public perceptions of civil servants N=178	47 28.0%	40 23.8%	45 26.8%	17 10.1%	19 11.3%	10
8. Other (please specify.) _____ N=2	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1

41. Recognizing the complexity of government management, how easy or difficult are the following aspects of your job?
(Check one box in each row.)

ASPECTS OF JOB	Very easy (1)	Generally easy (2)	Neither easy nor difficult (3)	Generally difficult (4)	Very difficult (5)	No basis to judge/ Not applicable (6)
1. Managing a government organization or program N=177	16 9.6%	39 23.4%	35 21.0%	62 37.1%	15 9.0%	10
2. The substantive details of the policies with which I deal N=177	12 6.9%	51 29.5%	42 24.3%	53 30.6%	15 8.7%	4
3. The decision-making procedures of my department or agency N=177	16 9.0%	44 24.9%	42 23.7%	63 35.6%	12 6.8%	0
4. Directing senior career employees N=177	23 13.9%	79 47.6%	41 24.7%	21 12.7%	2 1.2%	11
5. The informal network within my political party that affects the work of my agency or department N=174	10 11.0%	21 23.1%	43 47.3%	13 14.3%	4 4.4%	83
6. The bipartisan networks that affect the work of my agency or department N=174	10 8.3%	32 26.4%	47 38.8%	26 21.5%	6 5.0%	53
7. The federal budget process N=176	5 3.3%	19 12.6%	35 23.2%	69 45.7%	23 15.2%	25
8. Defending my budget N=175	12 7.9%	46 30.3%	37 24.3%	46 30.3%	11 7.2%	23
9. Defending my programs N=174	12 7.6%	63 39.9%	41 25.9%	36 22.8%	6 3.8%	16
10. Dealing with the White House N=176	17 12.2%	53 38.1%	47 33.8%	18 12.9%	4 2.9%	37
11. Dealing with the OMB N=175	6 4.1%	50 34.2%	48 32.9%	35 24.0%	7 4.8%	29
12. Dealing with the OPM N=175	7 6.3%	27 24.1%	54 48.2%	18 16.1%	6 5.4%	63
13. Dealing with the Congress N=175	8 4.9%	52 31.7%	46 28.0%	38 23.2%	20 12.2%	11
14. Dealing with interest groups N=176	7 4.5%	47 30.3%	51 32.9%	40 25.8%	10 6.5%	21
15. Dealing with the news media N=177	12 7.4%	53 32.7%	61 37.7%	30 18.5%	6 3.7%	15
16. Dealing with changing expectations of public officials N=173	4 2.9%	23 16.8%	64 46.7%	40 29.2%	6 4.4%	36
17. Other (Please specify.) _____ _____ N=3	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	1

42. Based on your own experience and observations, should more or fewer positions in your agency, and governmentwide, be filled by PAS, noncareer SES, career SES, and/or Schedule C employees, or should the numbers remain about the same? (Check one box in each row.)

		Many more positions (1)	More positions (2)	Remain the same (3)	Fewer positions (4)	Many fewer positions (5)	Don't know/ No opinion (6)
YOUR AGENCY							
1. PAS	N=178	3 1.8%	16 9.5%	136 81.0%	11 6.5%	2 1.2%	10
2. Noncareer SES	N=170	1 0.7%	45 32.6%	71 51.4%	15 10.9%	6 4.3%	32
3. Career SES	N=174	3 1.9%	53 33.3%	72 45.3%	25 15.7%	6 3.8%	15
4. Schedule C	N=172	1 0.7%	32 22.1%	83 57.2%	23 15.9%	6 4.1%	27
GOVERNMENTWIDE							
1. PAS	N=173	4 3.1%	19 14.8%	73 57.0%	29 22.7%	3 2.3%	45
2. Noncareer SES	N=169	2 1.9%	31 29.2%	42 39.6%	26 24.5%	5 4.7%	63
3. Career SES	N=171	2 1.7%	33 28.2%	50 42.7%	25 21.4%	7 6.0%	54
4. Schedule C	N=169	1 0.9%	21 18.9%	51 45.9%	28 25.2%	10 9.0%	58

E. Future Employment Options and Intentions

43. Following the end of the current administration, if you were asked to continue your federal government PAS service, which of the following might you choose? (Check all that apply.)

N=176 (Note: Percentages total to more than 100% due to multiple responses.)

- 1. Decline 15 / 8.5%
- 2. Accept same position 101 / 57.4%
- 3. Accept different position 58 / 33.0%
- 4. Don't know 41 / 23.3%

44. If you were to continue your federal service, would you be interested in pursuing career status? (Check one.)

N=170

- 1. Definitely yes 14 / 8.6%
- 2. Probably yes 22 / 13.5%
- 3. Undecided 13 / 8.0%
- 4. Probably no 37 / 22.7%
- 5. Definitely no 77 / 47.2%
- 6. No basis to judge 7

45. Which of the following categories best describe where you are likely to work after your PAS service? (Check all that apply.)

N=146 (Note: Percentages total to more than 100% due to multiple responses.)

- 1. Federal government 25 / 17.1%
- 2. State or local government 8 / 5.5%
- 3. Business or corporate sector 67 / 45.9%
- 4. Self-employed 55 / 37.7%
- 5. College, university or research organization 54 / 37.0%
- 6. Political party 2 / 1.4%
- 7. Think tank 25 / 17.1%
- 8. Interest group (e.g., Business Round Table, VFW, etc.) (Please specify.) 12 / 8.2%

- 9. Law firm 32 / 21.9%
- 10. Labor union 0 / 0.0%
- 11. Nonprofit organization 29 / 19.9%
- 12. Retirement/Do not plan to work (Skip to Question 47.) 21 / 14.4%
- 13. Other (Please specify.) 4 / 2.7%

- 14. Don't know/undecided 24 / 16.4%

46. How much of an increase or decrease in salary, if either, do you expect in the position immediately following your current PAS position? (Check one.)

N=165

- 1. Some decrease 20 / 14.5%
- 2. No change 28 / 20.3%
- 3. 1% to 50% increase 40 / 29.0%
- 4. 51% to 100% increase 21 / 15.2%
- 5. 101% to 200% increase 23 / 16.7%
- 6. 201% to 300% increase 3 / 2.2%
- 7. More than 300% increase 3 / 2.2%

- 8. No basis to judge/Not applicable 27

III. Personal Background

47. Which of the following categories best describes your age group? (Check one.)

N=178

- 1. Under 30 0 / 0.0%
- 2. 30 - 35 3 / 1.7%
- 3. 36 - 40 15 / 8.4%
- 4. 41 - 45 17 / 9.6%
- 5. 46 - 50 28 / 15.7%
- 6. 51 - 55 32 / 18.0%
- 7. 56 - 60 26 / 14.6%
- 8. 61 - 65 30 / 16.9%
- 9. 66 - 70 20 / 11.2%
- 10. Over 70 7 / 3.9%

48. What is your sex? (Check one.)

N=180

- 1. Female 31 / 17.2%
- 2. Male 149 / 82.8%

49. What is your marital status? (Check one.)

N=180

- 1. Married } 154 / 85.6%
- 2. Separated } (Continue to Question 50.) 3 / 1.7%
- 3. Widowed } 2 / 1.1%
- 4. Divorced } (Skip to Question 53.) 11 / 6.1%
- 5. Single } 10 / 5.6%

50. Which of the following best describes your spouse's employment status, if any? (Check one.)

N=156

- 1. Employed in the federal government (Continue to Question 51.) 15 / 9.6%
- 2. Employed but not by the federal government } (Skip to Question 53.) 69 / 44.2%
- 3. Not employed } 72 / 46.2%

51. In which of the following branches of the federal government is your spouse employed? (Check one.)

N=16

- 1. The executive branch 10 / 62.5%
- 2. The judicial branch 1 / 6.3%
- 3. The Congress 1 / 6.3%
- 4. The legislative branch other than Congress 1 / 6.3%
- 5. Other (Please specify.) 3 / 18.8%

52. At which of the following levels is your spouse employed in the federal government? (Check one.)

N=16

- 1. PAS 2 / 12.5%
- 2. Noncareer SES 0 / 0.0%
- 3. Career SES 1 / 6.3%
- 4. Schedule C 2 / 12.5%
- 5. Other (Please specify.) 11 / 68.8%

53. Which of the following best describes your racial/ethnic heritage? (Check all that apply.)

N=179

(Note: Percentages total to more than 100% due to multiple responses.)

- 1. Do not care to respond 11 / 6.1%
- 2. African American 8 / 4.4%
- 3. American Indian/Inuit 3 / 1.7%
- 4. Asian American 1 / 0.6%
- 5. Caucasian 145 / 81.0%
- 6. Hispanic, Caucasian 11 / 6.1%
- 7. Hispanic, African American 0 / 0.0%
- 8. Other (Please specify.) 4 / 2.2%

54. With which political party, if any, are you currently registered or affiliated? (Check one.)

N=178

- 1. Republican 125 / 70.2%
- 2. Democratic 32 / 18.0%
- 3. Independent 11 / 6.2%
- 4. Other (Please specify.) 0 / 0.0%

- 5. Not registered/Unaffiliated 10 / 5.6%

55. What is the highest level of education or degree that you have attained? (Check only one and note area of concentration or major, where applicable.)

N=179

- 1. High school graduate or equivalent 1 / 0.6%
- 2. Graduated from a 4-year college 38 / 21.2%
- 3. Master's degree 41 / 22.9%

(Area)

- 4. Doctorate/Law/Medical degree 95 / 53.1%

(Area of specialization)

- 5. Other (Please specify.) 4 / 2.2%

56. What was your undergraduate major or area? (Enter major or area. If not applicable, enter "N/A".)

N=165	Political Science	22 / 13.3%
	History	19 / 11.5%
	Engineering	14 / 8.5%
	Business	9 / 5.5%

(Major/area)

IV. Other Comments

57. If you have any comments on this survey, or on questions we should have asked but did not, please enter them in the space provided below. Also, if there are any other areas of your PAS service on which you would like to comment, or if you have any suggestions for changes in working relationships with senior career executives, please use the space below.

58. If you would be willing to be interviewed in connection with this survey, please enter your name and phone number below.

Name: _____

Telephone number: (_____) _____
 (Area code) (Number)

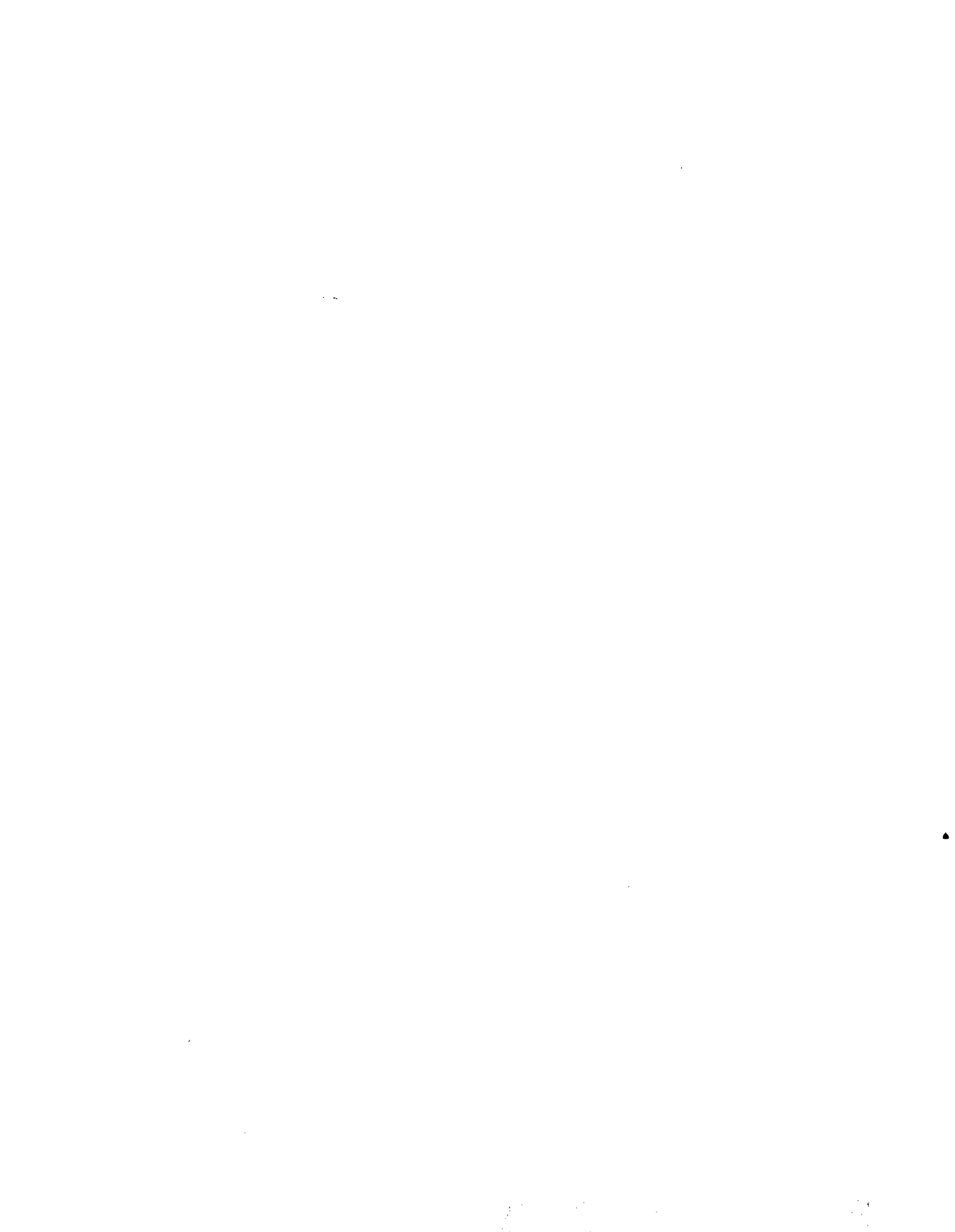
Thank you for your time and care in filling out this questionnaire.

GGD/966512/5-92

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