



ICPSR
Inter-university Consortium for
Political and Social Research

National Partnership for Reinventing Government
Employee Survey, 2000

United States Office of Personnel Management

ICPSR 3421

NATIONAL PARTNERSHIP FOR REINVENTING GOVERNMENT
EMPLOYEE SURVEY, 2000

(ICPSR 3421)

Principal Investigator

United States Office of Personnel Management

First ICPSR Version
September 2002

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BIBLIOGRAPHIC CITATION

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Inter-University Consortium for Political and
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REQUEST FOR INFORMATION ON USE OF ICPSR RESOURCES

To provide funding agencies with essential information about use of archival resources and to facilitate the exchange of information about ICPSR participants' research activities, users of ICPSR data are requested to send to ICPSR bibliographic citations for each completed manuscript or thesis abstract. Please indicate in a cover letter which data were used.

DATA DISCLAIMER

The original collector of the data, ICPSR, and the relevant funding agency bear no responsibility for uses of this collection or for interpretations or inferences based upon such uses.

DATA COLLECTION DESCRIPTION

United States Office of Personnel Management
NATIONAL PARTNERSHIP FOR REINVENTING GOVERNMENT EMPLOYEE
SURVEY, 2000 (ICPSR 3421)

SUMMARY: The third National Partnership for Reinventing Government (NPR) Employee Survey, conducted in September 2000, gathered feedback from employees representing 1,382,467 full-time federal executive branch civilian employees to help agencies focus on key employee satisfaction issues, to increase the efficiency and effectiveness of government service and thereby better serve customers, and to assess the progress of agencies' organizational changes -- especially in relation to efforts to reinvent internal operations. NPR sought to use the survey results to produce a federal government that worked better and cost less. Respondents answered questions such as, "How would you rate the overall quality of work done in your work group?" and "Do you have electronic access to information needed to do your job?" Respondents also rated their agreement with statements, such as, "Supervisors/team leaders understand and support employees' family/personal life responsibilities." Additionally, respondents were asked to what extent their organization performed such tasks as implementing simplified travel regulations or streamlining the process for hiring employees. Also, respondents rated their overall satisfaction with their job, their involvement in decisions that affected their work, and the recognition they received for doing a good job. Finally, respondents rated the overall performance of their immediate supervisor/team leader, as well as the overall quality of work being done in their work group.

UNIVERSE: All full-time federal executive branch civilian employees at the time of the survey

SAMPLING: The probability sample selected to represent the universe consisted of approximately 50,844 employees.

NOTE: The codebook is provided by ICPSR as a Portable Document Format (PDF) file. The PDF file format was developed by Adobe Systems Incorporated and can be accessed using PDF reader software, such as the Adobe Acrobat Reader. Information on how to obtain a copy of the Acrobat Reader is provided on the ICPSR Web site.

EXTENT OF COLLECTION: 1 data file + machine-readable documentation (PDF) + SAS data definition statements + SPSS data definition statements

EXTENT OF PROCESSING: DDEF.ICPSR/ REFORM.DOC

DATA FORMAT: Logical Record Length with SAS and SPSS data
definition statements and SPSS portable file

File Structure: rectangular

Cases: 31,975

Variables: 34

Record Length: 36

Records Per Case: 1

Processing Note: Users should note that the number of completed surveys listed in the About the Survey section of the codebook does not correspond to the actual number of cases in the data file. ICPSR has been unable to determine the exact reason for this discrepancy.

About the Survey

In September 2000, the National Partnership for Reinventing Government survey was mailed to a stratified random sample of 50,844 Federal employees. The overall response rate was 42%, based on receiving 21,157 completed surveys from the sample. The NPR 2000 Employee Survey administration marked the third consecutive government-wide assessment, jointly sponsored by the National Partnership for Reinventing Government (NPR) and the Office of Personnel Management (OPM).

Survey Purpose. The NPR survey gathers feedback to: help agencies focus on key employee satisfaction issues, increase the efficiency and effectiveness of government service; thereby better serving customers, and assess the progress of agencies organizational changes-especially in relation to its efforts to "reinvent" internal operations. The ultimate goal is to use the NPR survey results to produce a federal government that works better and costs less.

Survey Background. The NPR survey was originally developed by an interagency team of survey experts from OPM, the Merit Systems Protection Board (MSPB) and the Federal Aviation Administration (FAA). The 32-item survey was designed to assess employee opinions on workplace attitudes and the progress of reinvention within the federal workplace. About half of the items on the survey were taken from OPM's organizational assessment survey. This survey has a database of over 500,000 federal employees.

A key factor in selecting the agencies to participate in the NPR survey is the extent to which their services impact the public. Thirty two Federal agencies have ninety percent of the Federal government's contact with the public. The performance of these "High Impact Agencies" is central to restoring American's trust in government. Therefore, in 1998 and 1999, 31 of the high impact agencies plus 17 other agencies (48 agencies) participated in the NPR survey. In 2000, all High Impact Agencies plus 17 other agencies (49 agencies) participated. A full listing of participating organizations for year 2000 is located in this notebook.

The first NPR Employee Survey was conducted in August 1998. The survey was administered to 34,401 employees representing 48 government agencies. The NPR 1998 survey resulted in a 40% response rate, which was based on the return of 13,657 completed surveys. The 1998 NPR survey results allowed the establishment of a baseline, from which the success of government-wide and agency specific action plans can be evaluated. The government-wide margin of error was 2%.

In September 1999, the NPR Employee Survey was administered again to a random sample of 32,265 employees in the same government organizations. In 1999 several survey items were modified based on input from participating agencies. Two items

on regulatory issues were dropped and a new item on the use of Plain Language was added. Two other survey items were revised to make them clearer to respondents. Of the surveys mailed out, 12,755 surveys were returned for a 40% response rate. The government-wide margin of error was 2%.

Modifications to the NPR 2000 Survey and Survey Approach. Each year, the NPR survey instrument and the survey administration process are reviewed to determine areas of improvements. As in past years, NPR solicited input from participating agencies and determined that item 19 should be revised for clarity and ease of understanding. In 1998 and 1999, the survey item was, "In my organization, sign-in sheets and time cards have been eliminated." In 2000, the revised question is, "Employees are required to report the hours they work on a daily basis."

2000 Survey Sample. The third NPR Employee Survey was administered to 50,844 employees, representing 1,382,467 full-time Federal executive branch civilian employees who were on board at the time the sample was selected. A random sampling process was used to identify individual employees for the survey. Employees received the survey at either their homes or their offices, but responses were returned by mail to the address of a contractor. Individual survey responses are confidential. The government-wide margin of error is 2%.

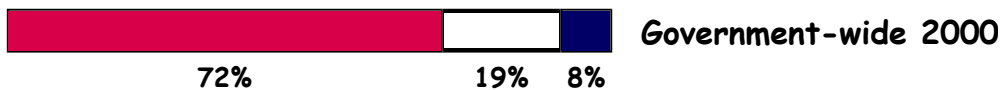
2000 Government-wide EMPLOYEE SURVEY

Page 1

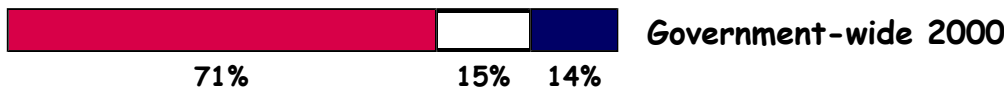
These graphs represent the Government-wide percentages of favorable, neutral, and unfavorable responses for the 2000 survey. The graphs are ordered by percent favorable.

■ Favorable □ Neutral ■ Unfavorable

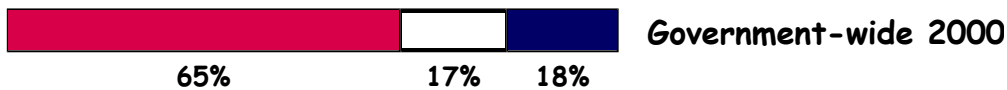
How would you rate the overall quality of work being done in your work group?



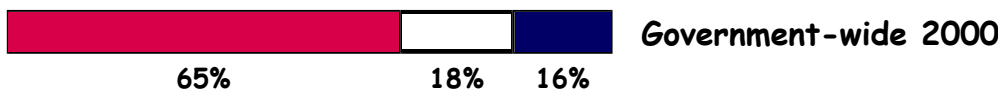
There are service goals aimed at meeting customer expectations.



Supervisors/team leaders understand and support employees' family/personal life responsibilities.



Do you have electronic access to information needed to do your job?

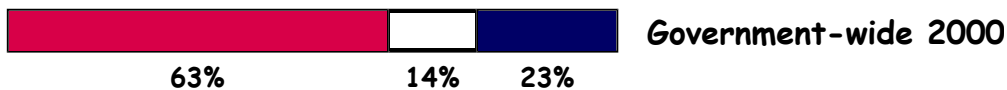


2000 Government-wide EMPLOYEE SURVEY

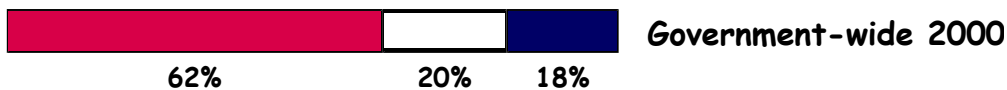
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■ Favorable □ Neutral ■ Unfavorable

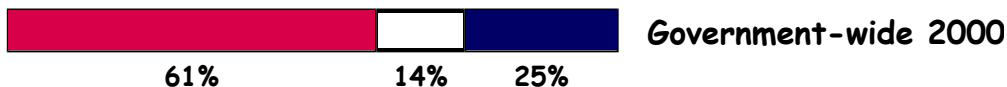
Considering everything, how satisfied are you with your job?



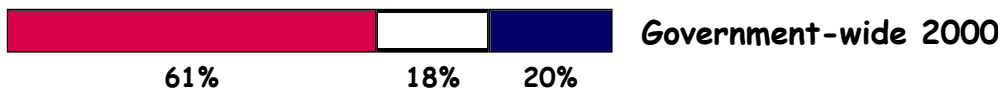
Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued.



A spirit of cooperation and teamwork exists in my immediate work unit.



Has the use of government credit cards for small office purchases been implemented in your organization?

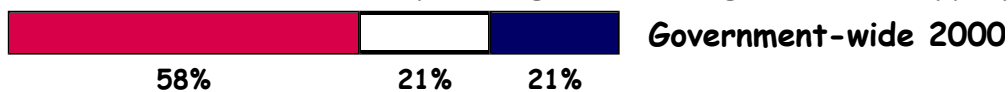


2000 Government-wide EMPLOYEE SURVEY

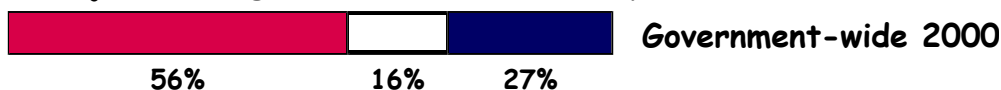
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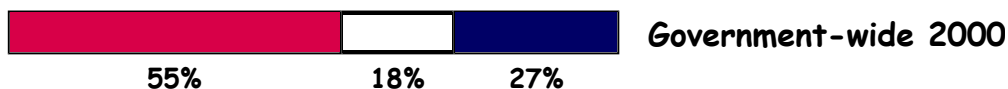
Teams are used to accomplish organizational goals, when appropriate.



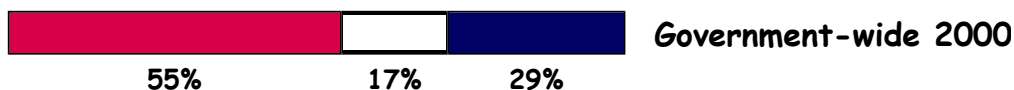
Employees receive the training they need to perform their jobs (for example, on-the-job training, conferences, workshops).



Managers communicate the organization's mission, vision, and values.



My immediate supervisor has organized our work group effectively to get the work done.

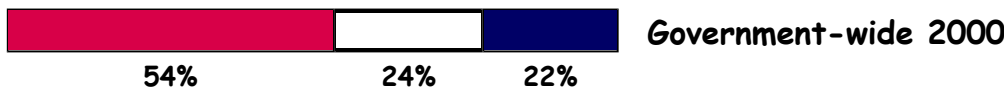


2000 Government-wide EMPLOYEE SURVEY

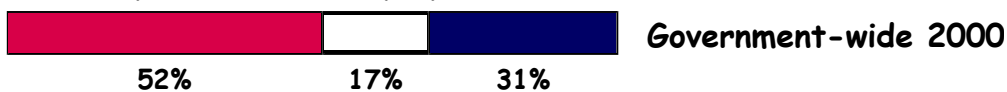
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■ Favorable □ Neutral ■ Unfavorable

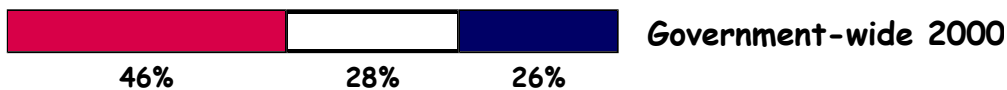
Overall, how good a job do you feel is being done by your immediate supervisor/team leader?



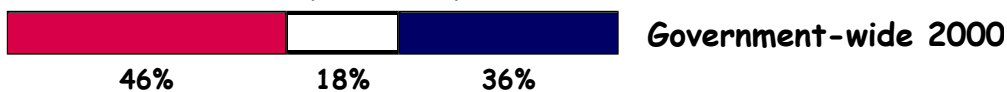
At the place I work, my opinions seem to count.



In the past 2 years, I have been given more flexibility in how I accomplish my work.



How satisfied are you with your involvement in decisions that affect your work?

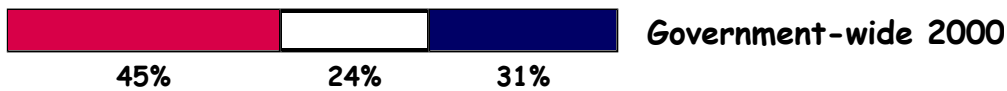


2000 Government-wide EMPLOYEE SURVEY

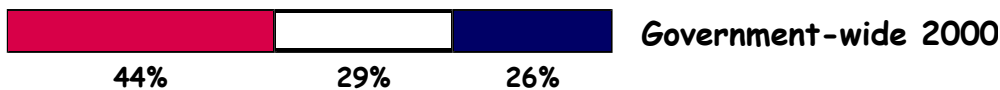
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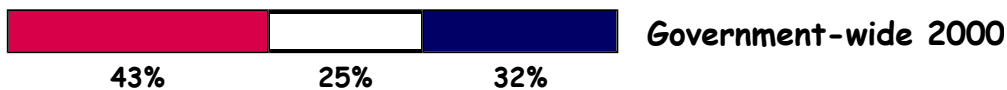
Employees in different work units participate in cross-functional teams to accomplish work objectives.



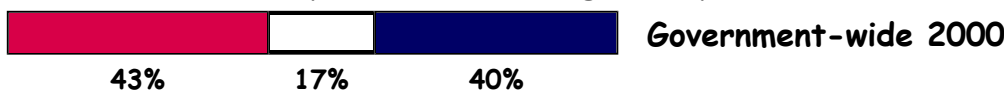
In the past 2 years, the productivity of my work unit has improved.



There are well-defined systems for linking customers' feedback and complaints to employees who can act on the information.



How satisfied are you with the recognition you receive for doing a good job?

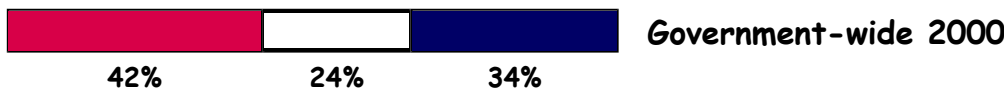


2000 Government-wide EMPLOYEE SURVEY

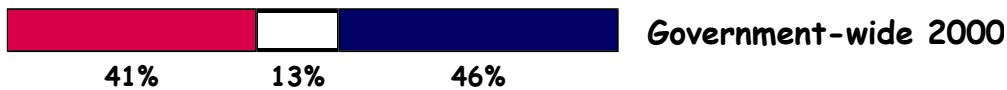
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■ Favorable □ Neutral ■ Unfavorable

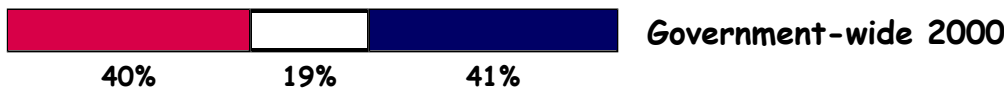
Employees receive training and guidance in providing high-quality customer service.



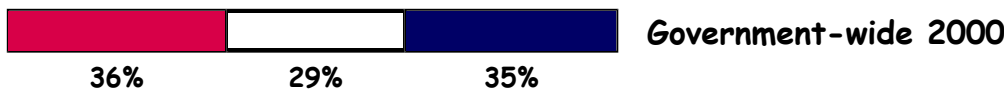
Sign-in sheets and time cards have been eliminated.



Employees are rewarded for working together in teams (for example, performance ratings, cash awards, certificates, public recognition).



My organization has made reinvention a priority (for example, working smarter and more efficiently).



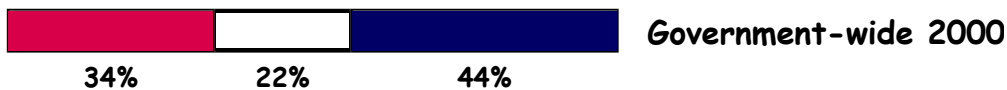
2000 Government-wide EMPLOYEE SURVEY

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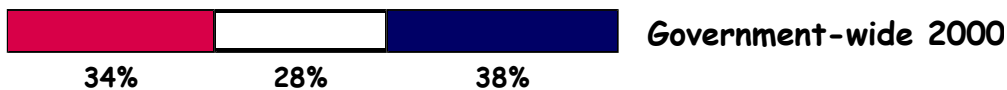
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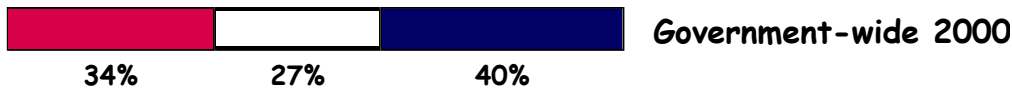
Recognition and rewards are based on merit.



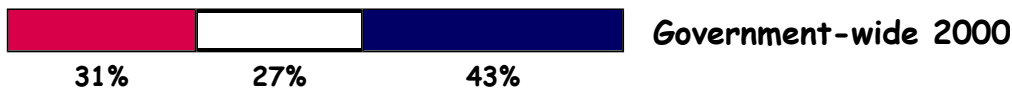
Management and the union(s) work cooperatively on mutual problems. (Beginning in 1999, these instructions were added: "If you don't know, leave this item blank.")



Is the use of Plain Language writing being emphasized in your workplace? (Added in 1999.)



Creativity and innovation are rewarded.

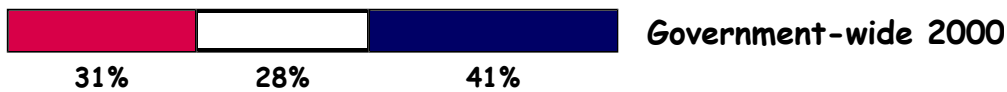


2000 Government-wide EMPLOYEE SURVEY

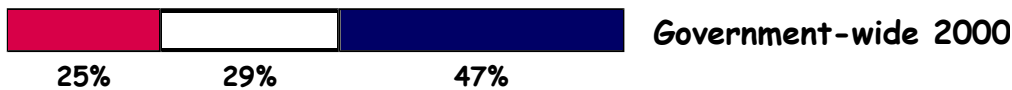
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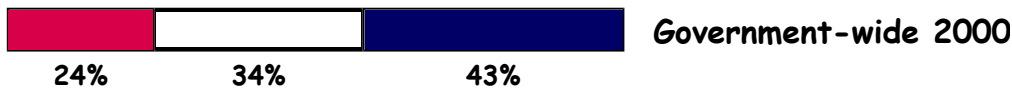
Are you clear about how "good performance" is defined in your organization?



Corrective actions are taken when employees do not meet performance standards.



Has your organization implemented simplified travel regulations?



Has your organization streamlined the process for hiring employees?



List of variables on the working file

Name		Position
D_R	Print Format: A1 Write Format: A1	1
Q01	There are service goals aimed at meeting customer expectatio Print Format: F1 Write Format: F1 Missing Values: 0, 6	2
	Value Label	
	1 Stongly Disagree	
	2 Disagree	
	3 Neither Agree nor Disagree	
	4 Agree	
	5 Strongly Agree	
Q02	There are well-defined systems for linking customers feedbac Print Format: F1 Write Format: F1 Missing Values: 0, 6	3
	Value Label	
	1 Stongly Disagree	
	2 Disagree	
	3 Neither Agree nor Disagree	
	4 Agree	
	5 Strongly Agree	
Q03	Managers communicate the organizations mission, vision, and Print Format: F1 Write Format: F1 Missing Values: 0, 6	4
	Value Label	
	1 Stongly Disagree	
	2 Disagree	
	3 Neither Agree nor Disagree	
	4 Agree	
	5 Strongly Agree	
Q04	My immediate supervisor has organized our work group effecti Print Format: F1 Write Format: F1 Missing Values: 0, 6	5

	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q05	At the place I work, my opinions seem to count.		6
	Print Format: F1		
	Write Format: F1		
	Missing Values: 0, 6		
	Value	Label	
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	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q06	A spirit of cooperation and teamwork exists in my immediate		7
	Print Format: F1		
	Write Format: F1		
	Missing Values: 0, 6		
	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q07	Teams are used to accomplish organizational goals, when appr		8
	Print Format: F1		
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	Value	Label	
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	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q08	Employees are rewarded for working together in teams (for ex		9
	Print Format: F1		
	Write Format: F1		
	Missing Values: 0, 6		

	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q09		Employees in different work units participate in cross-funct	10
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q10		Recognition and rewards are based on merit.	11
		Print Format: F1	
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		Missing Values: 0, 6	
	Value	Label	
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	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q11		Creativity and innovation are rewarded.	12
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	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q12		Employees receive training and guidance in providing high qu	13
		Print Format: F1	
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		Missing Values: 0, 6	

	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q13		Employees receive the training they need to perform their jo	14
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	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q14		Differences among individuals (for example, gender, race, na	15
		Print Format: F1	
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		Missing Values: 0, 6	
	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q15		Supervisors/team leaders understand and support employees fa	16
		Print Format: F1	
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		Missing Values: 0, 6	
	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q16		My organization has made reinvention a priority (for example	17
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	

	Value	Label	
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	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q17		In the past 2 years, the productivity of my work unit has im	18
		Print Format: F1	
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		Missing Values: 0, 6	
	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q18		In the past 2 years, I have been given more flexibility in h	19
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q19		Sign-in sheets and time cards have been eliminated.	20
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q20		Corrective actions are taken when employees do not meet perf	21
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	

	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q21		Management and the union(s) work cooperatively on mutual pro	22
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Stongly Disagree	
	2	Disagree	
	3	Neither Agree nor Disagree	
	4	Agree	
	5	Strongly Agree	
Q22		Has your organization implemented simplified travel regulati	23
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Not at all	
	2	To A Limited Extent	
	3	To A Moderate Extent	
	4	To A Great Extent	
	5	To A Very Great Extent	
Q23		Has your organization streamlined the process for hiring emp	24
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Not at all	
	2	To A Limited Extent	
	3	To A Moderate Extent	
	4	To A Great Extent	
	5	To A Very Great Extent	
Q24		Has the use of government credit cards for small office purc	25
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	

	Value	Label	
	1	Not at all	
	2	To A Limited Extent	
	3	To A Moderate Extent	
	4	To A Great Extent	
	5	To A Very Great Extent	
Q25	Are you clear about how good performance is defined in your		26
	Print Format: F1		
	Write Format: F1		
	Missing Values: 0, 6		
	Value	Label	
	1	Not at all	
	2	To A Limited Extent	
	3	To A Moderate Extent	
	4	To A Great Extent	
	5	To A Very Great Extent	
Q26	Do you have electronic access to information needed to do yo		27
	Print Format: F1		
	Write Format: F1		
	Missing Values: 0, 6		
	Value	Label	
	1	Not at all	
	2	To A Limited Extent	
	3	To A Moderate Extent	
	4	To A Great Extent	
	5	To A Very Great Extent	
Q27	Is the use of Plain Language writing being emphasized in you		28
	Print Format: F1		
	Write Format: F1		
	Missing Values: 0, 6		
	Value	Label	
	1	Not at all	
	2	To A Limited Extent	
	3	To A Moderate Extent	
	4	To A Great Extent	
	5	To A Very Great Extent	
Q28	Considering everything, how satisfied are you with your job?		29
	Print Format: F1		
	Write Format: F1		
	Missing Values: 0, 6		

	Value	Label	
	1	Very Dissatisfied	
	2	Dissatisfied	
	3	Neither	
	4	Satisfied	
	5	Very Satisfied	
Q29		How satisfied are you with your involvement in decisions tha	30
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Very Dissatisfied	
	2	Dissatisfied	
	3	Neither	
	4	Satisfied	
	5	Very Satisfied	
Q30		How satisfied are you with the recognition you receive for d	31
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Very Dissatisfied	
	2	Dissatisfied	
	3	Neither	
	4	Satisfied	
	5	Very Satisfied	
Q31		Overall, how good a job do you feel is being done by your im	32
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	
	Value	Label	
	1	Very Poor	
	2	Poor	
	3	Fair	
	4	Good	
	5	Very Good	
Q32		How would you rate the overall quality of work being done in	33
		Print Format: F1	
		Write Format: F1	
		Missing Values: 0, 6	

Value	Label
1	Very Poor
2	Poor
3	Fair
4	Good
5	Very Good

ORG Print your organization's assigned code.
 Print Format: F3
 Write Format: F3

34

Value	Label
100	Dept of Air Force
110	Dept of Army
120	Dept of Navy
131	Defense Logistics Agency
132	All other Defense
141	Forest Service
142	Food Safety/Inspection Service
143	Animal/Plant Health Insp Serv
144	Food & Consumer Services
145	All other Agriculture
161	Nat Oceanic & Atmospheric Admin
162	Patent & Trademark Office
163	Bureau of the Census
164	Internat Trade Administration
165	All other Commerce
170	Student Financial Assistance
171	Off of Post-Secondary Educ
172	All other Education
180	Dept of Energy
191	Food & Drug Admin
192	Health Care Financing Admin
193	Admin for Children & Families
194	All other HHS
200	Dept of Housing & Urban Dev
210	Dept of Interior Bureau of Land Management
211	National Park Service
212	Bureau of Land Management
213	All other Interior
221	Immigration and Natural. Serv
222	All other Justice
231	Occup. Safety & Health Admin
232	All other Labor
241	Bureau of Consular Affairs
242	All other State
251	Federal Aviation Admin
252	All other Transportation
261	Internal Revenue Service
262	US Customs Service
263	Financial Management Service
264	All other Treasury
271	Veterans Health Admin
272	Veterans Benefits Admin
273	All other Dept of VA

290 Environmental Protection Agency
300 Equal Employ. Oppor. Commission
310 Federal Emergency Management Agency
320 General Service Admin
330 Nat Aeronautics & Space Admin
340 Small Business Admin
350 Social Security Admin
360 US Office of Personnel Mgmt