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SOCIAL SECURITY ADMINISTRATION

Questionnaire Responses From Mid- Level Managers and Employees



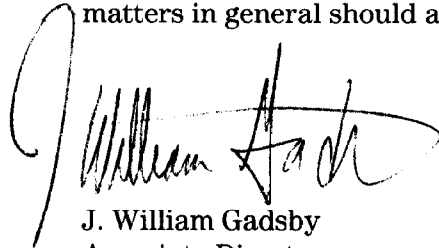
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Preface

This staff study supplements our report Social Security Administration: Stable Leadership and Better Management Needed to Improve Effectiveness (GAO/HRD-87-39, Mar. 18, 1987). The staff study contains the results of the questionnaires we sent to SSA mid-level managers and employees. The report included analyses of selected responses to the questionnaires, and this staff study presents their full results.

The questionnaires developed substantial information on mid-level managers' and employees' perceptions which should be useful to SSA managers and employees. Others interested in management or personnel matters in general should also find the data useful.



J. William Gadsby
Associate Director

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Abbreviations

ADP	automated data processing
CR/SR	claims representatives and service representatives
Do/Bo	district office/branch office
GJT	generic job task
HHS	Department of Health and Human Services
OFA	Office of Family Assistance
OHA	Office of Hearings and Appeals
OMB	Office of Management and Budget
OPM	Office of Personnel Management
POMS	Program Operations Manual System
SES	Senior Executive Service
SSA	Social Security Administration

Results of Mid-Level Managers' Questionnaire Survey

Objectives

In June 1986, we mailed a questionnaire to 813 Social Security Administration (SSA) mid-level managers. The purpose of the questionnaire was to obtain the managers' perspectives on the continued existence of previously identified problems at SSA and potential problem areas identified by researchers who have studied large organizations. The areas of inquiry included

- organization and the organizational environment;
- policy, planning, and budgeting;
- work-force planning/staffing, training, and development;
- performance management, including performance assessment, appraisals, and awards;
- reviews and evaluations; and
- information resource management.

Methodology

The questionnaire was pretested in the Baltimore, Maryland area with seven mid-level managers: four from district, branch, and area offices and three from headquarters components. We also provided copies of the draft questionnaire to top SSA headquarters officials for review. Based on the results of the pretest and top officials' comments, we revised the questionnaire to help ensure that all questions were fair, relevant, easy to understand and answer, and relatively free of design flaws that could introduce bias or error into the study results. The responses to the pretest questionnaire were not included in the final results.

We mailed a standardized questionnaire to all mid-level managers in SSA headquarters organizational components and to selected field managers. At headquarters we included all deputy associate commissioners, office and division directors and their deputy directors for all components except for the Office of Management, Budget and Personnel. For the latter component we included only the managers in its Office of Assessment, which is responsible for reviewing the quality of SSA's mission-related activities, and excluded the others because they are primarily responsible for administrative support functions, which were being reviewed.

In the field, we included all deputy regional commissioners, assistant regional commissioners, area managers, deputy program service center directors and process branch managers, regional chief administrative law judges, administrative law judges-in-charge in Offices of Hearings and Appeals (OHA), and data operations center managers. We selected a

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random sample (300) of district office/branch office (Do/Bo) managers because of their large numbers (1,311). The questionnaire was administered to the mid-level managers by mail, with an initial and two follow-up mailings.

We adjusted the original universe and the subsequent sample of managers to account for those who had either retired, died, left the agency, were no longer in a management position, had less than 1 year of SSA experience, or should not otherwise have been included (i.e., managers in the Office of Family Assistance, which is no longer in SSA).

The initial and the adjusted universes for mid-level managers at headquarters and field offices are shown in table I.1.

Table I.1: Number of Mid-Level Managers in Initial and Adjusted Universes

	Original universe	Adjusted universe
Headquarters and other offices	513	490
Do/Bos	1,311	1,272
Total	1,824	1,762

The adjustments to the initial sample are shown in table I.2.

Table I.2: Number of Mid-Level Managers in Initial and Adjusted Samples

	Initial sample	OFA	Retired	Less than 1 year	Died	Left SSA	Not a manager	Adjusted sample
Headquarters and other offices	513 ^a	10	7	5	0	0	1	490
Do/Bos	300	0	7	0	1	1	0	291
Total	813	10	14	5	1	1	1	781

^aEveryone in the universe in this category was included in the sample.

A total of 645 managers responded to the questionnaire by our closing date of September 1986, for an overall response rate of 83 percent based on the adjusted sample, as table I.3 shows.

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**Table I.3: Mid-Level Managers'
Questionnaire Response Rates**

	Adjusted sample	Responses	
		Number	Percent
Headquarters and other offices	490	384	78.4
Do/Bos	291	261	89.7
Total	781	645	82.6

We believe the results of the questionnaire are statistically projectable to our universe of SSA mid-level managers in the organizational components we sampled. Table I.4 shows the number of managers who responded from each of these components.

**Table I.4: Number of Mid-Level Managers
Who Responded by Selected
Organizational Components**

Headquarters:	
Systems	63
Other	96
Subtotal	159
Field offices:	
Do/Bos	261
Hearings and appeals	111
Area	65
Other	49
Subtotal	486
Total	645

Mid-Level Managers' Responses

Managers' responses are shown in table I.5 by six groups, to highlight and compare the responses of major organizational components. The responses of headquarters managers are shown by two components: systems and "other" headquarters offices. The responses for field offices are shown for managers by four components: Do/BoS, (OHAS), area offices, and "other" offices, including teleservice centers.

Unless otherwise noted, the numbers in table I.5 represent the percentage of managers in each of these components who responded. For narrative response questions, only the question is shown. In developing our percentages, we used appropriate weighting and estimating techniques. In this regard, the percentages in the "total" column are the weighted estimate that applies to the entire SSA universe. For ease of presentation, we combined the first two and last two response categories for those questions that had a 5-point response scale—e.g., very great extent, great extent, moderate extent, some extent, and little or no extent. In

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addition, we show only the affirmative responses for the screening part of some two-part questions—questions that had an initial screening question, which, if answered in the affirmative, required a response to an extent scale question—e.g., question 26. The tabulation begins with question 6 because we excluded the background questions, such as length of service and type and size of office.

All response percentages with 0.5 or greater were rounded up to the next whole number and those with less than 0.5 were rounded down; consequently, the responses for a question may not total to 100. Further, nonresponsive replies (i.e., missing responses) were not considered in the percentage computations. Nonresponsive replies were generally 5 percent or less. In most of these instances, we believe the respondents either misunderstood the question and/or the instructions, inadvertently skipped it, or were not knowledgeable about the topic of the question and left it blank. This rationale is based on notations that some respondents made on their questionnaires and follow-up interviews concerning nonresponsive replies.

We calculated sampling errors for the totals for key variables used in our report. All were within plus or minus 5 percentage points, except for some parts of questions 16, 57, 77, and 85, where the sampling error ranged from plus or minus 5.1 to 10.8 percentage points.

To obtain a nationwide perspective of SSA mid-level managers' responses, we combined all their responses. This was accomplished through appropriate weighting and statistical testing and estimating techniques. Additionally, an asterisk is used to denote questions where the differences in responses over all the six components are statistically significant.

Table I.5: Tabulation of Responses to SSA Mid-Level Managers' Survey Questionnaire

Figures in percents

	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
I. Organizational Environment							
Q.6. Extent to which SSA encourages staff suggestions for performance and productivity improvements:*							
Great or very great extent	38	52	45	36	68	67	46
Moderate extent	35	35	38	36	19	27	36
Some, or little or no extent	27	13	18	28	14	6	18

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
Q.7. Whether the SSA suggestion program has been effective in encouraging employees to submit ideas:*							
Probably yes or definitely yes	70	70	45	48	54	57	49
Undecided	18	12	12	16	2	10	12
Probably no or definitely no	13	19	43	36	45	33	39
Q.8. Extent to which a formal nationwide mechanism exists for (1) identifying best operating practices and (2) sharing them among similar work units:							
8.1. Identifying best practices							
Great or very great extent	13	23	16	20	20	14	17
Moderate extent	35	37	31	38	28	43	33
Some, or little or no extent	52	41	53	42	52	43	51
8.2. Sharing identified practices among similar units:							
Great or very great extent	8	20	19	21	23	18	19
Moderate extent	32	43	28	36	25	39	30
Some, or little or no extent	60	38	53	43	52	43	51
Q.9. Whether SSA units have developed a formal process for identifying best operating practices for their own use:*							
Yes	40	43	57	63	77	56	57
No	60	57	43	37	23	44	43
Q.10. Extent to which SSA has been receptive to new ideas or methods for improving unit operations:*							
Great or very great extent	27	46	40	26	51	43	40
Moderate extent	44	36	42	32	34	51	41
Some, or little or no extent	29	18	18	41	15	6	19
Q.11. Sufficiency of the amount of freedom SSA mid-level managers are given to make decisions which affect their units:*							
Somewhat more or more than sufficient	16	19	18	20	34	31	19
Generally sufficient	19	35	55	43	34	43	50
Somewhat less or less than sufficient	61	46	27	37	32	27	31
No opinion	3	0	0	0	0	0	0
Q.12. Extent to which SSA has given consideration to the human factors prior to making operational changes:							
Great or very great extent	25	36	37	15	60	47	36
Moderate extent	24	28	33	20	29	47	32
Some, or little or no extent	49	36	30	62	11	6	32
No opinion	2	1	0	4	0	0	0
Q.13. Extent to which maintaining a spirit of teamwork among units is important in SSA as a whole:							
Great or very great extent	46	47	49	47	65	53	50
Moderate extent	22	27	25	25	25	33	25
Some, or little or no extent	32	25	25	28	11	14	25
Q.14. The level of morale in SSA units:							
Generally high or very high	29	33	44	47	39	27	42
Neither high nor low	22	21	27	32	29	45	27
Generally low or very low	49	46	29	22	32	29	30
Q.15. Reasons that SSA mid-level managers had for stating that their units' morale was generally high or very high:							
Existence of stable leadership in SSA	0	7	16	25	20	8	16
Increasing technological changes*	61	10	22	31	56	46	25
Job stability*	11	45	52	56	56	46	51
Certainty as to future of unit	0	23	24	29	36	31	24
Certainty as to future of job*	11	16	29	44	48	31	30
Good supervision in unit	67	84	90	79	96	85	89
Good management in SSA*	17	23	33	15	60	62	32
Increased promotion potential	17	10	5	19	16	0	7
Proper training available*	50	36	49	40	72	69	49
Equitable workload distribution*	33	39	59	65	48	31	57
Emphasis on employee development	44	36	37	42	36	77	38

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office		
					Other		
Q.16. Reasons that SSA mid-level managers had for stating that their units' morale was generally low or very low:							
Lack of stable leadership in SSA*	74	71	47	46	62	57	52
Increasing technological changes	19	16	14	13	14	43	15
Poor image of federal employees*	45	59	88	58	100	86	81
Uncertainty as to future of unit*	61	68	26	33	33	86	35
Uncertainty as to future of job*	36	39	41	21	38	86	40
Poor supervision in unit	3	14	5	17	5	0	6
Poor management in SSA*	68	41	18	50	29	7	25
Poor promotion potential	71	75	55	50	62	86	59
Necessary training not available	10	5	5	33	5	7	7
Uneven workload distribution	23	14	20	33	39	7	21
Too much emphasis on measures such as timeliness, quality, etc.*	23	11	57	50	52	21	48
Not enough emphasis on employee development*	19	16	18	50	33	0	19
Q.17. Whether systemic processes, including criteria, exist to measure work climate and employee morale in SSA units:							
Yes	13	5	12	15	37	17	13
No	84	94	84	75	60	81	83
Don't know	3	1	4	10	3	2	4
Q.18. Narrative comment: description of process that measures work climate and morale.							
Q.19. Extent to which SSA has shown a commitment to providing a favorable work environment for its employees:*							
Great or very great extent	15	31	28	24	57	43	29
Moderate extent	52	43	46	28	34	45	44
Some, or little or no extent	34	26	26	48	9	12	27
II. Organization							
Q.20. Extent to which 15 organizational problems have hindered mid-level managers' ability to accomplish goals established for their units:							
20.1. Functional rather than programmatic organizational alignments*							
Great or very great extent	25	26	2	19	8	18	6
Moderate extent	21	10	5	9	6	18	7
Some, or little or no extent	32	40	40	24	51	51	39
Don't know/not a problem	22	24	53	48	35	12	47
20.2. Excessive levels of review or approval:*							
Great or very great extent	54	37	24	29	32	29	27
Moderate extent	19	29	24	18	22	18	23
Some, or little or no extent	27	30	45	39	42	45	43
Don't know/not a problem	0	4	7	13	5	8	7
20.3. Unclear lines of responsibility or accountability*							
Great or very great extent	32	22	5	18	12	16	9
Moderate extent	21	19	14	16	14	18	15
Some, or little or no extent	41	47	60	44	55	59	57
Don't know/not a problem	6	13	21	22	19	6	19
20.4. Frequent changes in commissioners*							
Great or very great extent	32	32	25	17	29	27	25
Moderate extent	22	18	17	9	22	22	17
Some, or little or no extent	41	43	39	49	39	49	40
Don't know/not a problem	5	7	20	25	11	2	18
20.5. Lack of stability in leadership in the managers' organizational units							
Great or very great extent	16	12	7	16	12	6	8
Moderate extent	21	15	9	11	9	6	10
Some, or little or no extent	49	53	51	42	49	63	50
Don't know/not a problem	14	21	34	31	29	25	32

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
20.6. High number of SES vacancies or turnover							
Great or very great extent	11	4	3	7	2	6	4
Moderate extent	16	5	4	2	5	6	5
Some, or little or no extent	53	53	38	37	39	61	41
Don't know/not a problem	19	38	55	54	55	27	51
20.7. Unclear authority to make decisions*							
Great or very great extent	30	21	9	19	18	8	12
Moderate extent	24	14	18	13	11	16	17
Some, or little or no extent	33	54	49	45	49	67	49
Don't know/not a problem	13	12	24	23	22	8	22
20.8. Duplication of roles/responsibilities*							
Great or very great extent	35	20	7	12	17	12	10
Moderate extent	21	15	16	13	19	18	16
Some, or little or no extent	40	52	51	46	49	57	50
Don't know/not a problem	5	14	27	30	15	12	24
20.9. Lack of clarity regarding roles and relationships among units*							
Great or very great extent	41	25	7	12	9	14	10
Moderate extent	16	16	13	15	17	12	13
Some, or little or no extent	37	49	54	39	55	65	52
Don't know/not a problem	6	11	27	35	19	8	25
20.10. Too much authority vested in staff units*							
Great or very great extent	33	9	17	7	28	17	17
Moderate extent	8	9	17	7	14	13	15
Some, or little or no extent	40	46	42	39	42	55	42
Don't know/not a problem	19	35	24	46	17	15	26
20.11. Poor coordination among SSA units*							
Great or very great extent	15	15	21	32	17	18	21
Moderate extent	8	27	25	17	29	18	24
Some, or little or no extent	52	46	43	37	48	55	43
Don't know/not a problem	26	13	12	14	6	8	12
20.12. Conflicting priorities among SSA units							
Great or very great extent	27	26	29	35	19	10	28
Moderate extent	10	20	22	16	29	27	22
Some, or little or no extent	49	42	38	36	45	57	39
Don't know/not a problem	14	13	11	14	8	6	11
20.13. Poor communication among SSA units*							
Great or very great extent	11	14	21	27	17	12	20
Moderate extent	21	26	24	19	27	33	24
Some, or little or no extent	44	52	46	40	52	49	46
Don't know/not a problem	24	8	9	14	5	6	10
20.14. Frequent changes in organizational structure							
Great or very great extent	32	13	6	15	5	8	8
Moderate extent	25	13	13	9	8	12	13
Some, or little or no extent	37	63	59	48	69	69	58
Don't know/not a problem	6	13	22	28	19	10	21
20.15. Frequent changes in roles of SSA units							
Great or very great extent	8	13	5	14	2	8	7
Moderate extent	19	8	11	10	8	12	11
Some, or little or no extent	49	62	52	45	68	74	53
Don't know/not a problem	24	18	31	32	23	6	29

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
Q.21. Whether the managers' units were part of a reorganization at SSA in the last 10 years:							
Yes	92	87	15	69	19	63	28
No	6	9	79	25	82	31	67
Don't know	2	4	6	7	0	6	5
Q.22. Narrative comment: description of reorganization in Q.21.							
Q.23. Effect of the unit's most recent reorganization on its performance in eight areas:							
23.1. Meeting unit mission and program requirements:							
Somewhat or greatly improved	28	46	38	39	36	47	39
Neither improved nor impaired	24	16	35	31	36	27	28
Somewhat or greatly impaired	48	39	27	31	27	27	33
23.2. Being held accountable for accomplishing mission:							
Somewhat or greatly improved	26	41	24	29	36	37	30
Neither improved nor impaired	38	27	68	27	46	47	46
Somewhat or greatly impaired	36	33	8	44	18	17	24
23.3. Efficiency of operations:							
Somewhat or greatly improved	23	40	38	38	36	57	38
Neither improved nor impaired	23	19	27	21	18	13	23
Somewhat or greatly impaired	54	41	35	41	46	30	40
23.4. Meeting timeliness goals:							
Somewhat or greatly improved	18	33	35	42	36	47	34
Neither improved nor impaired	40	39	38	35	55	33	38
Somewhat or greatly impaired	42	28	27	23	9	20	28
23.5. Communication with field/ headquarters units:							
Somewhat or greatly improved	16	31	16	18	36	47	22
Neither improved nor impaired	51	46	49	63	18	30	49
Somewhat or greatly impaired	33	23	35	18	46	23	29
23.6. Executive level awareness of progress toward goal attainment:							
Somewhat or greatly improved	26	35	24	39	36	43	31
Neither improved nor impaired	46	39	57	49	55	40	49
Somewhat or greatly impaired	28	26	19	13	9	17	20
23.7. Coordination among organizational units:							
Somewhat or greatly improved	14	42	24	33	36	57	31
Neither improved nor impaired	26	22	41	31	27	10	31
Somewhat or greatly impaired	60	36	35	36	36	33	39
23.8. Ability to provide or obtain needed management or technical expertise:							
Somewhat or greatly improved	18	31	32	36	27	43	32
Neither improved nor impaired	33	39	46	40	46	30	41
Somewhat or greatly impaired	49	30	22	24	27	27	28
Q.24. Amount of authority delegated to mid- level managers to effectively manage their units:							
More or much more than needed	3	3	3	4	5	4	3
An appropriate amount	27	48	56	46	48	63	53
Less or much less than needed	70	48	41	51	48	33	44
Q.25. Consequences of managers having less or much less authority than needed:							
Delays created*	89	80	63	64	81	69	67
Appearance of lack of trust*	75	63	49	35	84	63	52
Decisions are made too removed*	80	70	77	62	90	88	76
Causes shift in personal initiative	59	59	51	55	48	69	52

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office		
					Other		
Q.26. Whether managers (1) receive 11 types of information/assistance from SSA sources and (2) its usefulness:							
26.1. Receive the information/ assistance							
Reviews or evaluations of unit	32	53	94	84	81	80	87
Demographic projections*	6	21	42	28	48	51	39
Budget data (staff allocation information)	88	81	87	53	97	94	85
Cost analyses*	23	32	12	17	37	41	16
Accounting data*	46	31	15	27	44	55	20
Personnel services	87	90	91	80	100	96	90
Training	98	97	95	93	99	98	96
Realty and space management	79	82	82	66	99	80	81
Procurement services	91	87	90	79	99	84	89
ADP services/computer assistance or information	84	80	82	77	85	94	82
Management information	79	90	99	96	99	98	97
Q.26.2. Usefulness of information and/or assistance received from SSA sources (for those managers who received it):							
26.2.1. Review or evaluation of unit*							
Useful	25	36	48	51	63	36	48
Somewhat useful	45	51	41	38	33	54	42
Not useful	30	11	10	11	4	10	10
Don't know	0	2	0	0	0	0	0
26.2.2. Demographic projections							
Useful	0	53	28	43	45	32	31
Somewhat useful	100	32	55	30	48	56	53
Not useful	0	16	16	23	7	8	15
Don't know	0	0	2	3	0	4	2
26.2.3. Budget data (staff allocations)							
Useful	49	51	55	40	87	72	56
Somewhat useful	33	36	33	39	10	28	32
Not useful	18	10	11	18	3	0	11
Don't know	0	3	1	4	0	0	1
26.2.4. Cost analyses							
Useful	29	42	31	39	50	60	37
Somewhat useful	43	48	38	28	50	30	39
Not useful	29	10	31	28	0	10	23
Don't know	0	0	0	6	0	0	0
26.2.5. Accounting data							
Useful	35	38	29	50	46	41	35
Somewhat useful	52	48	55	29	47	59	51
Not useful	14	10	16	14	0	0	12
Don't know	0	3	0	7	7	0	2
26.2.6. Personnel services							
Useful	59	60	62	59	71	72	62
Somewhat useful	32	34	34	32	28	26	33
Not useful	9	5	5	9	2	2	5
Don't know	0	1	0	0	0	0	0
26.2.7. Training							
Useful	69	58	71	70	78	73	71
Somewhat useful	27	42	27	28	20	25	28
Not useful	3	1	2	2	2	2	2

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office		
					Other		
26.2.8. Realty and space management							
Useful	32	30	47	43	64	58	46
Somewhat useful	44	39	42	27	31	29	40
Not useful	24	31	10	30	5	11	13
Don't know	0	0	1	0	0	3	1
26.2.9. Procurement services							
Useful	51	33	64	64	63	59	61
Somewhat useful	37	49	31	33	36	32	33
Not useful	12	16	4	2	2	7	5
Don't know	0	1	1	0	0	2	1
26.2.10. ADP services/computer assistance or information							
Useful	67	46	64	74	66	61	63
Somewhat useful	29	49	34	20	33	39	34
Not useful	4	5	2	5	2	0	3
Don't know	0	0	0	1	0	0	0
26.2.11. Management information							
Useful	33	48	68	52	69	67	65
Somewhat useful	52	43	30	42	31	31	32
Not useful	15	10	2	6	0	2	3
Q.27. The top three most important work measurement factors emphasized by SSA:							
27.1. Most important factor							
Quality	•	39	•	•	31	47	-
Timeliness	61	•	43	•	31	-	41
Quantity	•	•	•	50	•	•	•
27.2. Second most important factor							
Quality	36	•	49	•	48	-	43
Timeliness	•	40	•	44	•	32	-
27.3. Third most important factor							
Efficiency	31	•	•	•	•	•	•
Timeliness	•	•	•	•	25	•	•
Quantity	31	23	•	•	•	28	24
Backlog	•	•	•	26	•	•	•
Courtesy	•	•	24	•	•	•	•
III. Policy							
Q.28. Extent to which 10 problems have hindered units' ability to implement program policies:							
28.1. Policy-making process too time consuming*							
Great or very great extent	56	37	28	26	38	35	30
Moderate extent	11	23	25	14	27	31	24
Some, or little or no extent	24	30	30	33	27	35	30
Don't know/not a problem	10	10	17	26	9	0	16
28.2. Decisions are not made*							
Great or very great extent	52	29	20	16	17	25	22
Moderate extent	18	23	15	24	22	20	17
Some, or little or no extent	24	40	44	40	45	39	43
Don't know/not a problem	6	8	20	20	16	16	19
28.3. Excessive levels of review*							
Great or very great extent	55	41	27	26	33	33	30
Moderate extent	19	18	26	22	33	27	25
Some, or little or no extent	19	34	36	36	27	37	35
Don't know/not a problem	7	7	11	17	8	4	11

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office		
					Other		
28.4. Unrealistic or unclear objectives*							
Great or very great extent	41	24	20	26	9	10	21
Moderate extent	25	18	18	20	23	20	19
Some, or little or no extent	25	46	50	39	50	63	48
Don't know/not a problem	8	13	12	15	17	6	12
28.5. Lack of adequate guidance or interpretation from top management*							
Great or very great extent	41	27	15	23	11	4	17
Moderate extent	24	13	19	17	17	22	19
Some, or little or no extent	24	51	52	41	58	61	51
Don't know/not a problem	11	9	15	19	14	12	14
28.6. Lack of adequate staff to implement program policies							
Great or very great extent	29	22	36	39	25	14	34
Moderate extent	19	16	19	14	16	16	18
Some, or little or no extent	40	46	35	34	47	63	37
Don't know/not a problem	13	17	10	14	13	6	11
28.7. Intent of legislation not clear							
Great or very great extent	6	6	12	8	9	12	11
Moderate extent	16	4	17	8	14	14	15
Some, or little or no extent	35	62	52	50	52	57	52
Don't know/not a problem	43	28	19	33	25	16	22
28.8. Major changes initiated too frequently*							
Great or very great extent	27	13	35	19	20	14	31
Moderate extent	21	17	18	21	22	25	18
Some, or little or no extent	35	49	37	42	45	53	39
Don't know/not a problem	18	22	11	18	13	8	12
28.9. Difficulty in coordinating the input of or conflicting policies among various units							
Great or very great extent	30	14	19	21	16	22	19
Moderate extent	25	21	15	11	25	16	16
Some, or little or no extent	32	50	48	49	48	49	48
Don't know/not a problem	13	16	18	19	11	12	17
28.10. Uncertain of SSA's priorities as they relate to the unit							
Great or very great extent	19	10	7	11	3	6	8
Moderate extent	14	10	9	8	13	8	9
Some, or little or no extent	53	53	61	48	56	63	59
Don't know/not a problem	14	26	23	33	28	22	24
Q.29. Extent to which POMS has improved over the last 3 years in three areas:							
29.1. Understandability							
Great or very great extent	5	3	14	6	8	4	12
Moderate extent	3	19	26	12	26	31	24
Some, or little or no extent	27	45	58	33	52	47	54
No basis to judge	65	33	2	50	14	18	11
29.2. Timeliness							
Great or very great extent	2	8	13	6	6	2	11
Moderate extent	5	18	28	7	19	25	25
Some, or little or no extent	27	37	53	37	63	56	50
No basis to judge	67	37	6	51	12	17	14
29.3. Usefulness							
Great or very great extent	3	4	14	4	12	10	12
Moderate extent	5	14	25	9	14	25	22
Some, or little or no extent	25	47	59	38	62	48	55
No basis to judge	67	35	3	50	12	17	12

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
IV. Planning							
Q.30. Nature of SSA's long-range planning process:*							
A formal process only	38	23	32	13	31	22	30
An informal process only	6	20	14	20	9	20	15
Both a formal and informal process	35	30	36	30	49	31	36
Neither a formal nor informal process	21	27	17	38	11	27	19
Q.31. Narrative comment: name of long-range planning document or description of the process.							
Q.32. SSA processes and activities that provide the principal guidance and direction for unit operations:							
Budget process*	36	49	36	19	47	58	37
Implementation of legislation	47	59	66	63	61	71	64
Office of Systems planning process (Systems Modernization Plan)*	92	37	41	21	58	69	44
Annual Automated Data Processing (ADP) plan*	82	28	16	10	16	38	20
Commissioner's objectives/ initiatives*	73	75	72	58	83	79	72
Special projects or initiatives*	65	61	42	22	53	65	44
Merit pay plans*	60	70	75	9	84	67	70
Senior Executive Service (SES) contracts*	48	45	22	2	48	54	26
SSA-wide formal planning process	3	7	6	3	3	17	6
Other	3	14	4	16	5	6	6
No process or activity serves this purpose	0	0	2	8	0	2	2
Q.33. Extent to which SSA-wide planning processes or activities provide a sense of direction and guidance regarding the possible impact of six potential events:							
33.1. Improvements in manual processes*							
Great or very great extent	29	17	32	24	42	35	31
Moderate extent	7	13	28	18	19	27	25
Some, or little or no extent	32	48	37	44	34	35	38
Not applicable	32	22	4	14	5	2	7
33.2. Potential legislative changes*							
Great or very great extent	31	34	39	64	41	40	40
Moderate extent	29	19	23	8	20	15	21
Some, or little or no extent	29	43	35	23	38	46	35
Not applicable	11	4	4	5	2	0	4
33.3. Extent of use of options for service delivery*							
Great or very great extent	15	16	31	26	53	35	30
Moderate extent	10	17	28	14	25	25	26
Some, or little or no extent	39	56	39	47	22	35	40
Not applicable	36	12	2	13	0	4	5
33.4. Number and types of future staff needs*							
Great or very great extent	57	43	56	56	69	52	55
Moderate extent	5	17	12	14	14	17	12
Some, or little or no extent	34	38	31	26	17	31	31
Not applicable	3	2	1	5	0	0	2
33.5. Technological improvements, including automation							
Great or very great extent	69	52	72	51	81	63	70
Moderate extent	8	28	16	29	14	25	17
Some, or little or no extent	21	19	11	17	5	13	12
Not applicable	2	1	1	3	0	0	1
33.6 Types of work procedures*							
Great or very great extent	18	27	34	34	34	30	33
Moderate extent	16	20	33	27	38	35	31
Some, or little or no extent	46	43	32	33	27	33	33
Not applicable	21	11	2	7	2	2	3

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
Q.34. Effect that a formal agency-wide, long-range plan would have on eight aspects of unit operations:							
34.1. Amount of crisis management							
Generally or significant positive effect	49	47	49	45	63	69	50
Neither positive nor negative effect	43	43	37	27	26	22	36
Generally or significant negative effect	2	2	4	7	6	2	4
No opinion	6	7	10	21	5	6	10
34.2. Staff knowledge about future operations							
Generally or significant positive effect	81	82	84	74	86	90	84
Neither positive nor negative effect	18	15	12	15	11	8	12
Generally or significant negative effect	0	1	2	3	2	2	2
No opinion	2	2	3	8	2	0	3
34.3. Level of morale							
Generally or significant positive effect	55	58	64	64	69	59	64
Neither positive nor negative effect	42	37	27	23	26	35	28
Generally or significant negative effect	0	3	4	5	5	6	4
No opinion	3	2	5	8	0	0	4
34.4. Recruiting efforts							
Generally or significant positive effect	44	31	67	59	65	59	63
Neither positive nor negative effect	44	53	26	26	29	31	29
Generally or significant negative effect	0	4	4	1	3	8	4
No opinion	11	12	3	14	3	2	5
34.5. Type of training							
Generally or significant positive effect	64	62	77	84	79	77	76
Neither positive nor negative effect	30	34	19	6	19	15	20
Generally or significant negative effect	0	1	0	1	2	4	0
No opinion	6	3	4	9	2	4	5
34.6. Staff allocation level							
Generally or significant positive effect	60	55	62	80	69	71	64
Neither positive nor negative effect	35	36	24	7	20	14	24
Generally or significant negative effect	0	3	9	2	11	10	8
No opinion	5	6	5	11	0	4	5
34.7. Degree to which managers are held accountable for their operations							
Generally or significant positive effect	45	43	58	59	54	59	57
Neither positive nor negative effect	52	52	35	28	45	35	37
Generally or significant negative effect	0	1	3	1	2	2	2
No opinion	3	4	4	13	0	4	4
34.8. Relations among organizational units							
Generally or significant positive effect	54	51	49	55	45	55	50
Neither positive nor negative effect	37	46	43	31	49	41	43
Generally or significant negative effect	2	1	0	3	0	2	1
No opinion	8	2	7	12	6	2	7
Q.35. Extent to which current SSA planning processes or activities, such as merit pay contracts, SES contracts, and other initiatives, affect unit managers in five areas:							
35.1. Drive the management of unit operations*							
Great or very great extent	57	60	65	11	72	57	60
Moderate extent	22	21	18	13	15	25	18
Some, or little or no extent	21	19	17	76	12	18	22
35.2. Give managers a sense of where their units are and what they will do in the future*							
Great or very great extent	16	31	28	7	45	25	27
Moderate extent	32	28	34	18	20	29	32
Some, or little or no extent	52	41	38	74	35	47	42

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	Systems	Other	Do/Bo	Area office		Other	
				OHA			
35.3. Give managers the opportunity to provide input into SSA's planning process							
Great or very great extent	8	16	4	6	14	14	5
Moderate extent	24	26	14	10	34	25	16
Some, or little or no extent	68	58	83	84	52	61	79
35.4. Allow managers to provide the level of input into the planning process that their unit should have							
Great or very great extent	8	13	4	7	14	12	6
Moderate extent	18	16	13	6	31	22	14
Some, or little or no extent	75	72	83	88	55	65	81
35.5. Increase accountability for accomplishing mission*							
Great or very great extent	21	39	38	9	48	39	36
Moderate extent	30	22	25	17	19	29	33
Some, or little or no extent	49	39	37	74	34	24	40
Q.36. Extent to which 10 problems have affected managers' ability to accomplish the missions of their units:							
36.1. Lack of a planning process for the unit							
Great or very great extent	6	6	4	7	3	10	5
Moderate extent	10	7	8	6	6	10	8
Some, or little or no extent	49	44	48	48	51	55	49
Don't know/not a problem	35	42	40	39	40	25	39
36.2. Unrealistic goals, objectives, or priorities for the unit*							
Great or very great extent	21	10	22	30	12	8	21
Moderate extent	24	16	19	19	12	12	18
Some, or little or no extent	46	55	45	35	51	59	45
Don't know/not a problem	10	19	15	16	25	20	16
36.3. Unclear goals, objectives, or priorities for the unit*							
Great or very great extent	33	14	12	21	11	4	13
Moderate extent	22	17	15	12	8	8	15
Some, or little or no extent	32	52	55	41	57	61	53
Don't know/not a problem	13	17	18	26	25	27	19
36.4. Unit goals and objectives not measurable							
Great or very great extent	19	10	14	15	11	10	14
Moderate extent	13	10	15	7	20	16	14
Some, or little or no extent	46	50	50	48	48	55	49
Don't know/not a problem	22	31	22	30	22	18	23
36.5. Frequent changes in unit goals, objectives, and priorities							
Great or very great extent	29	14	22	20	11	4	21
Moderate extent	18	13	19	16	12	14	18
Some, or little or no extent	37	52	45	46	65	65	47
Don't know/not a problem	18	22	14	18	12	16	15
36.6. Unit goals and objectives not adequately considered in determining staff needs*							
Great or very great extent	48	26	32	43	25	20	32
Moderate extent	24	19	22	14	17	16	21
Some, or little or no extent	22	42	37	24	52	47	37
Don't know/not a problem	6	14	9	19	6	16	10
36.7. Lack of support from other SSA units*							
Great or very great extent	29	20	14	22	9	14	15
Moderate extent	25	23	16	17	17	14	17
Some, or little or no extent	46	45	52	34	63	53	51
Don't know/not a problem	0	12	18	27	11	18	17

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office		
					Other		
36.8. Lack of adequate input to planning process for other SSA units*							
Great or very great extent	19	21	13	17	11	6	13
Moderate extent	24	20	16	15	17	14	16
Some, or little or no extent	49	39	50	34	59	63	49
Don't know/not a problem	8	20	22	35	14	16	22
36.9. Allocation of staff resources insufficient to accomplish stated objectives*							
Great or very great extent	46	27	31	47	17	20	31
Moderate extent	25	19	20	17	23	18	20
Some, or little or no extent	25	41	39	20	51	47	38
Don't know/not a problem	3	13	10	17	9	14	11
36.10. Lack of appropriate incentives or penalties to achieve stated objectives							
Great or very great extent	13	21	19	26	22	6	19
Moderate extent	22	13	20	17	20	20	19
Some, or little or no extent	54	50	45	35	39	59	45
Don't know/not a problem	11	16	17	22	20	14	17
V. Budgeting							
Q.37. Managers' participation in SSA's budget formulation process for their units:*							
Participate	44	33	2	2	17	39	7
Somewhat participate	37	21	8	2	32	33	11
Not participate	19	46	90	96	51	29	81
Q.38. Extent to which 13 problems hinder units' budget formulation process (for those who participate in it):							
38.1. Absence of a formal planning process							
Great or very great extent	14	8	16	50	7	9	12
Moderate extent	8	14	8	0	10	3	9
Some, or little or no extent	33	31	40	50	36	46	38
Don't know/not a problem	45	47	36	0	48	43	42
38.2. Unrealistic goals, objectives, or priorities for the unit							
Great or very great extent	18	10	13	33	3	3	11
Moderate extent	12	12	0	33	10	9	7
Some, or little or no extent	54	57	54	33	45	60	54
Don't know/not a problem	16	22	33	0	42	29	28
38.3. Unclear goals, objectives or priorities for the unit							
Great or very great extent	26	14	13	0	3	3	13
Moderate extent	12	10	0	0	7	6	5
Some, or little or no extent	41	53	46	100	48	63	49
Don't know/not a problem	22	24	42	0	42	29	33
38.4. Lack of adequate staff to prepare budget submission							
Great or very great extent	18	10	8	0	0	9	9
Moderate extent	24	10	4	0	0	6	9
Some, or little or no extent	39	55	38	67	42	60	45
Don't know/not a problem	20	26	50	33	58	26	38
38.5. Lack of sufficient time to prepare budget submission							
Great or very great extent	28	20	0	0	0	11	10
Moderate extent	28	22	0	0	7	6	11
Some, or little or no extent	37	41	42	50	45	63	44
Don't know/not a problem	8	18	58	50	48	20	35

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	Systems	Other	Do/Bo	Area office		Other	
				OHA			
38.6. Limited role in determining unit's needs							
Great or very great extent	26	26	25	33	10	11	22
Moderate extent	18	12	8	0	23	14	13
Some, or little or no extent	35	47	29	67	52	51	39
Don't know/not a problem	22	16	38	0	16	23	26
38.7. Lack of adequate data for assessing past performance							
Great or very great extent	14	14	21	0	0	3	13
Moderate extent	24	10	4	0	13	11	11
Some, to little or no extent	47	55	33	67	52	63	46
Don't know/not a problem	16	22	42	33	36	23	30
38.8. Lack of realistic performance standards							
Great or very great extent	16	8	21	50	0	3	13
Moderate extent	18	12	8	50	16	6	12
Some, or little or no extent	44	55	38	0	52	66	47
Don't know/not a problem	22	26	33	0	32	26	29
38.9. Constant changes in program and/or benefit structure							
Great or very great extent	8	4	8	0	3	12	7
Moderate extent	2	8	13	67	10	9	10
Some, or little or no extent	35	49	50	33	52	59	48
Don't know/not a problem	55	39	29	0	36	21	35
38.10. Lack of coordination with or information from other SSA units							
Great or very great extent	10	8	8	0	7	6	8
Moderate extent	24	16	13	33	10	6	14
Some, or little or no extent	47	51	50	0	52	69	52
Don't know/not a problem	20	26	29	67	32	20	26
38.11. Budget ceilings							
Great or very great extent	45	39	25	67	26	31	33
Moderate extent	22	18	21	0	23	14	20
Some, or little or no extent	24	28	33	33	39	46	33
Don't know/not a problem	10	16	21	0	13	9	15
38.12. Difficulty in forecasting workloads							
Great or very great extent	24	12	17	33	0	9	14
Moderate extent	20	18	4	0	29	26	15
Some, or little or no extent	49	61	54	67	61	54	55
Don't know/not a problem	8	10	25	0	10	11	15
38.13. Lack of adequate financial information							
Great or very great extent	6	10	13	33	10	6	10
Moderate extent	12	6	0	33	13	17	7
Some, or little or no extent	55	61	46	33	52	57	52
Don't know/not a problem	28	24	42	0	26	20	31
Q.39. Extent to which current unit staffing level reflects staff needs of unit:							
More or much more than needed	3	7	2	5	3	4	3
Equals staff needs	10	32	35	30	41	35	34
Less or much less than needed	87	61	63	65	56	61	64
Q.40. Whether managers receive information from the SSA cost analysis system:*							
Yes	11	31	8	5	12	25	10
No	68	59	86	80	85	63	82
Don't know	21	11	6	16	3	13	8

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Q.41. Narrative comment: list of reports or other products received from the cost analysis system.							
Q.42. Importance of cost analysis information to unit work (for those that receive it):							
Generally or very important	43	38	52	20	75	50	49
Neither important nor unimportant	14	28	24	20	25	17	24
Generally or very unimportant	43	35	24	60	0	33	27
Q.43. Usefulness of information received from cost analysis system (for those that receive it):							
Useful	14	10	29	0	63	46	27
Somewhat useful	57	62	43	40	38	18	45
Not useful	29	28	29	60	0	36	29
Q.44. Extent to which cost analysis information has five attributes (for those that receive it):							
44.1. Accuracy							
Great or very great extent	17	32	38	40	75	50	39
Moderate extent	50	25	19	0	13	30	21
Some, or little or no extent	33	43	43	60	13	20	40
44.2. Timeliness							
Great or very great extent	14	21	19	0	25	27	19
Moderate extent	71	21	24	0	38	46	27
Some, or little or no extent	14	59	57	100	38	27	54
44.3. Relevance							
Great or very great extent	14	28	29	20	50	27	29
Moderate extent	43	17	24	20	38	36	25
Some, or little or no extent	43	55	48	60	13	36	47
44.4. Completeness							
Great or very great extent	14	26	33	0	38	30	30
Moderate extent	43	26	24	40	25	40	27
Some, or little or no extent	43	48	43	60	38	30	43
44.5. Proper format							
Great or very great extent	29	21	33	40	50	30	32
Moderate extent	29	35	19	20	13	40	24
Some, or little or no extent	43	45	48	40	38	30	45
Q.45. Extent to which information from SSA accounting system used for two purposes:							
45.1. To develop supporting data for budget requests							
Great or very great extent	11	11	2	6	22	32	5
Moderate extent	13	14	6	1	24	11	7
Some, or little or no extent	76	76	92	93	53	57	88
45.2. To compute the costs and benefits of alternative strategies for meeting goals and objectives							
Great or very great extent	5	6	2	6	11	27	4
Moderate extent	10	13	7	7	20	18	8
Some, or little or no extent	86	81	91	88	69	55	88
Q.46. Extent to which SSA process used to allocate staff is an effective management tool for four objectives:							
46.1. To allocate staff resources to SSA units*							
Great or very great extent	5	9	18	16	16	18	17
Moderate extent	19	15	31	16	38	41	29
Some, or little or no extent	44	56	43	32	42	36	43
Don't know	32	20	8	36	4	5	12
46.2. To address priorities for your unit							
Great or very great extent	2	2	9	16	13	9	9
Moderate extent	18	10	18	13	27	30	18
Some, or little or no extent	60	72	66	44	58	57	64
Don't know	21	16	7	27	2	5	10

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	Systems	Other	Do/Bo	OHA	Area office	Other	
46.3. To establish accountability for the expenditure of funds							
Great or very great extent	3	7	11	9	13	9	10
Moderate extent	11	7	14	8	24	23	14
Some, or little or no extent	48	52	46	37	58	55	46
Don't know	37	33	30	47	4	14	30
46.4. To fund activities in line with stated goals and objectives							
Great or very great extent	6	10	6	12	16	16	8
Moderate extent	13	12	16	12	20	28	16
Some, or little or no extent	51	55	48	34	60	47	48
Don't know	30	23	30	42	4	9	29
VI. Work-Force Planning/Staffing							
Q.47. Extent to which 10 personnel-related problems have hindered achievement of operational goals and objectives:							
47.1. Inadequate staff recruitment							
Great or very great extent	32	37	35	39	38	33	35
Moderate extent	27	22	20	17	13	7	19
Some, or little or no extent	29	28	36	29	44	54	36
Don't know/not a problem	13	13	10	17	4	7	10
47.2. Inadequate training							
Great or very great extent	8	4	8	23	0	5	8
Moderate extent	25	13	15	16	13	2	15
Some, or little or no extent	59	68	61	46	73	75	61
Don't know/not a problem	8	15	16	15	13	18	16
47.3. Inadequate performance appraisal system*							
Great or very great extent	14	19	13	24	11	7	14
Moderate extent	33	10	18	11	20	16	18
Some, or little or no extent	46	61	56	46	56	71	56
Don't know/not a problem	6	11	12	20	13	7	12
47.4. Inadequate reward and discipline system*							
Great or very great extent	27	20	28	30	24	7	27
Moderate extent	27	12	22	21	13	5	21
Some, or little or no extent	37	61	40	28	53	80	42
Don't know/not a problem	10	7	10	21	9	9	10
47.5. High SSA employee turnover rate*							
Great or very great extent	11	4	16	22	18	21	15
Moderate extent	13	14	12	12	20	9	12
Some, or little or no extent	59	58	51	38	51	64	51
Don't know/not a problem	18	24	22	28	11	7	21
47.6. Inadequate staff experience/knowledge							
Great or very great extent	22	12	9	17	7	2	10
Moderate extent	10	13	13	17	18	14	14
Some, or little or no extent	57	62	63	47	62	70	62
Don't know/not a problem	11	14	15	20	13	14	15
47.7. Poor staff allocation process*							
Great or very great extent	38	19	21	30	9	9	22
Moderate extent	19	15	16	9	23	21	16
Some, or little or no extent	32	52	49	43	64	64	49
Don't know/not a problem	11	15	13	18	5	7	13

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office		
					Area office	Other	
47.8. Problems associated with overtime policy							
Great or very great extent	5	3	5	9	2	2	5
Moderate extent	2	4	9	7	4	5	8
Some, or little or no extent	78	63	61	53	67	71	62
Don't know/not a problem	16	30	25	32	27	23	25
47.9. Union contract requirements*							
Great or very great extent	5	7	12	21	20	18	12
Moderate extent	2	13	13	14	13	18	12
Some, or little or no extent	70	56	48	42	60	57	50
Don't know/not a problem	24	24	28	23	7	7	26
47.10. Unclear performance standards or expectations							
Great or very great extent	11	6	11	21	2	0	10
Moderate extent	15	10	13	17	16	5	13
Some, or little or no extent	58	67	60	39	62	82	59
Don't know/not a problem	16	17	17	23	20	14	17
Q.48. Managers' reactions to eight statements about poor or nonperformers:							
48.1. Sufficient authority exists to take an adverse action on an employee who is a poor/nonperformer							
Somewhat or strongly agree	67	61	60	38	79	82	60
Neither agree nor disagree	11	7	5	6	3	2	6
Somewhat or strongly disagree	21	30	35	56	19	16	34
Not applicable	2	2	0	1	0	0	0
48.2. It is not worth the time and effort to take an adverse action against a poor/nonperformer							
Somewhat or strongly agree	48	53	45	46	20	20	44
Neither agree nor disagree	6	3	7	7	5	4	6
Somewhat or strongly disagree	44	42	49	46	75	76	50
Not applicable	2	2	0	1	0	0	0
48.3. Upper level management will support acting on poor/nonperformers*							
Somewhat or strongly agree	66	57	67	48	79	90	66
Neither agree nor disagree	16	14	9	16	6	6	10
Somewhat or strongly disagree	18	27	24	36	15	4	24
Not applicable	0	2	0	1	0	0	0
48.4. Union contract requirements hinder acting on employees who have performance problems*							
Somewhat or strongly agree	43	52	44	57	62	51	46
Neither agree nor disagree	27	20	22	20	8	16	21
Somewhat or strongly disagree	29	24	23	17	29	33	24
Not applicable	2	4	11	6	2	0	9
48.5. Civil service procedures hinder acting on employees who have performance problems*							
Somewhat or strongly agree	44	53	55	67	48	45	55
Neither agree nor disagree	24	20	17	18	20	10	18
Somewhat or strongly disagree	32	24	27	14	29	45	27
Not applicable	0	3	1	1	3	0	1
48.6. Sufficient support is available to managers on technical personnel questions related to handling poor performers							
Somewhat or strongly agree	73	66	71	73	89	90	72
Neither agree nor disagree	3	10	9	10	2	0	8
Somewhat or strongly disagree	24	22	20	17	9	10	19
Not applicable	0	2	0	1	0	0	0

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
48.7. The lack of quantitative or qualitative criteria in performance standards hinders efforts to act on employees with performance problems*							
Somewhat or strongly agree	57	41	52	51	49	43	51
Neither agree nor disagree	22	15	18	21	12	12	18
Somewhat or strongly disagree	18	39	29	24	39	45	30
Not applicable	3	5	1	5	0	0	1
48.8. Current performance measures are useful in identifying employees with performance problems*							
Somewhat or strongly agree	32	53	59	48	77	84	58
Neither agree nor disagree	21	11	12	18	11	14	12
Somewhat or strongly disagree	46	34	30	33	12	2	29
Not applicable	2	3	0	1	0	0	0
Q.49. Satisfaction with opportunities available to provide input into establishing unit staffing requirements:*							
Generally or very satisfied	29	33	32	32	34	57	33
Neither satisfied nor dissatisfied	13	16	24	19	26	16	22
Generally or very dissatisfied	58	51	44	50	40	27	45
Q.50. Confidence about possessing the information to project the skills needed for unit employees over the next 3 to 5 years:							
Great or very great confidence	57	38	33	43	40	22	35
Moderate confidence	26	32	38	34	34	37	37
Some, or little or no confidence	18	30	28	23	26	41	28
Q.51. Whether unit filled a vacancy in last 2 years:							
Yes	95	86	93	96	100	98	94
No	5	13	7	4	0	2	7
Don't know	0	1	0	0	0	0	0
Q.52. How quickly vacant unit positions were filled:							
52.1. Managerial/professional staff*							
Somewhat or very quickly	12	36	34	37	62	52	36
Neither quickly nor slowly	9	10	10	13	9	17	11
Somewhat or very slowly	80	41	30	32	29	27	33
Not applicable	0	13	25	18	0	4	21
52.2. Clerical/support staff*							
Somewhat or very quickly	15	22	44	35	48	60	42
Neither quickly nor slowly	17	15	12	22	12	6	13
Somewhat or very slowly	61	58	40	40	39	33	42
Not applicable	7	5	3	3	2	0	3
Q.53. How long it took to fill a vacant unit position:							
53.1. Managerial/professional staff*							
Less than 1 to less than 3 months	19	48	55	40	87	77	54
3 to less than 5 months	27	28	15	22	12	13	16
5 to 7 months or more	54	11	6	17	2	6	9
Not applicable	0	14	25	21	0	4	21
53.2. Clerical/support staff							
Less than 1 to less than 3 months	37	42	72	59	83	83	69
3 to less than 5 months	27	33	15	25	9	10	17
5 to 7 months or more	29	19	10	14	6	6	11
Not applicable	7	6	4	3	2	0	4
Q.54. Extent to which 12 problems have hindered ability to fill a vacancy:							
54.1. Inadequate recruiting strategy/plan							
Great or very great extent	13	6	14	21	12	17	14
Moderate extent	8	7	11	11	11	2	11
Some, or little or no extent	52	47	47	32	51	50	46
Don't know/not a problem	27	40	28	35	26	31	29

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office		
					Other		
54.2. Limited pool of applicants							
Great or very great extent	27	35	43	39	45	23	41
Moderate extent	22	19	16	15	15	8	16
Some, or little or no extent	38	33	30	27	32	48	31
Don't know/not a problem	13	14	11	19	8	21	12
54.3. Noncompetitive starting salary*							
Great or very great extent	30	9	30	30	34	29	29
Moderate extent	13	10	14	9	17	19	14
Some, or little or no extent	32	34	35	40	38	33	35
Don't know/not a problem	25	48	21	22	11	19	23
54.4. Inappropriate classification standards							
Great or very great extent	13	9	3	12	6	13	5
Moderate extent	2	6	3	16	9	6	4
Some, or little or no extent	53	37	46	37	52	56	45
Don't know/not a problem	32	48	49	35	32	25	45
54.5. Poor image of federal employees*							
Great or very great extent	23	7	20	12	26	21	19
Moderate extent	12	9	14	8	15	10	13
Some, or little or no extent	42	40	43	39	49	46	43
Don't know/not a problem	23	44	23	41	9	23	25
54.6. Competition from other federal employers*							
Great or very great extent	2	9	14	9	28	19	14
Moderate extent	15	7	11	19	12	23	12
Some, or little or no extent	53	44	50	47	55	40	50
Don't know/not a problem	30	40	25	25	5	19	25
54.7. Cumbersome SSA and HHS personnel procedures*							
Great or very great extent	33	12	14	25	8	8	15
Moderate extent	18	11	12	16	12	10	13
Some, or little or no extent	32	54	52	42	68	60	51
Don't know/not a problem	17	22	23	18	12	21	22
54.8. SSA and HHS personnel staff not helpful							
Great or very great extent	5	5	4	10	5	2	5
Moderate extent	10	3	3	9	3	7	4
Some, or little or no extent	48	51	46	45	59	52	47
Don't know/not a problem	37	42	46	36	34	40	44
54.9. Cumbersome OPM rules and procedures*							
Great or very great extent	17	10	21	19	29	15	20
Moderate extent	15	7	9	13	17	13	10
Some, or little or no extent	37	40	48	37	37	56	46
Don't know/not a problem	32	43	23	31	17	17	24
54.10. Limited promotion potential for nonmanagement positions*							
Great or very great extent	25	11	10	28	9	15	12
Moderate extent	18	12	12	16	12	17	13
Some, or little or no extent	32	48	51	36	65	55	50
Don't know/not a problem	25	28	27	20	14	13	26
54.11. Budget constraints							
Great or very great extent	50	53	40	49	34	42	42
Moderate extent	15	11	14	18	22	17	14
Some, or little or no extent	23	24	25	16	36	33	25
Don't know/not a problem	12	13	21	18	8	8	19

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
54.12. Elimination of PACE exam							
Great or very great extent	3	8	28	4	25	10	23
Moderate extent	2	4	9	3	12	13	8
Some, or little or no extent	32	28	30	24	46	44	30
Don't know/not a problem	63	61	34	69	17	33	38
Q.55. Position description accuracy in reflecting major duties and responsibilities:							
Accurately	45	58	62	51	83	72	61
Somewhat accurately	50	34	36	35	14	28	35
Not accurately	5	8	2	14	3	0	3
Q.56. Change in staff resources from fiscal year 1984 to 1985:*							
Gained staff	24	7	11	11	7	2	11
Staff remained the same	8	14	26	29	5	7	23
Lost staff	68	79	63	60	89	91	66
Q.57. Effect of staff loss on ability of unit to produce quality work:							
Somewhat or significant positive effect	5	9	4	11	8	3	5
Neither positive nor negative effect	14	29	22	33	36	35	24
Somewhat or significant negative effect	81	61	74	56	56	63	71
Q.58. Narrative comment: description of effect of staff loss.							
Q.59. Potential effect on unit's ability to provide quality work if fiscal 1986 staff cuts equal those of 1985:							
Somewhat or much better	2	3	0	0	0	0	0
Neither better nor worse	12	12	2	11	15	10	5
Somewhat or much worse	86	85	98	89	85	90	95
VII. Training and development							
Q.60. Extent to which 11 listed statements describe the training and development in SSA and the unit:							
60.1.1. SSA has an organized and comprehensive training program for managers/supervisors							
Great or very great extent	41	51	19	24	40	39	24
Moderate extent	37	25	34	33	47	46	34
Some, or little or no extent	21	23	46	30	13	16	40
Don't know	2	1	0	13	0	0	1
60.1.2. SSA has an organized and comprehensive training program for professional/technical staff							
Great or very great extent	51	37	49	26	60	57	48
Moderate extent	29	36	27	28	27	30	28
Some, or little or no extent	18	26	18	32	11	11	19
Don't know	3	1	6	14	2	2	6
60.1.3. SSA has an organized and comprehensive training program for administrative or clerical/support staff							
Great or very great extent	37	23	8	15	7	14	11
Moderate extent	39	47	18	22	27	48	23
Some, or little or no extent	21	29	73	51	66	36	64
Don't know	3	1	2	12	0	2	3
60.2. SSA agency-developed training courses meet employee development needs							
Great or very great extent	40	22	14	20	27	32	18
Moderate extent	27	39	38	22	36	39	37
Some, or little or no extent	30	33	47	45	38	30	44
Don't know	3	5	0	13	0	0	2

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
60.3. SSA agency-developed training courses address critical program needs							
Great or very great extent	35	22	27	25	53	34	28
Moderate extent	22	27	35	29	29	48	34
Some, or little or no extent	19	40	36	32	18	16	34
Don't know	24	11	2	15	0	2	4
60.4. A commitment to staff training and development exists in the unit							
Great or very great extent	79	56	72	50	76	66	70
Moderate extent	11	21	23	26	22	25	22
Some, or little or no extent	10	22	5	22	2	9	8
Don't know	0	0	0	2	0	0	0
60.5. Unit-developed training courses meet employee development needs							
Great or very great extent	41	22	43	44	42	50	42
Moderate extent	25	31	38	32	38	34	36
Some, or little or no extent	30	37	19	22	18	16	21
Don't know	5	10	0	2	2	0	1
60.6. Unit-developed training courses address critical program needs							
Great or very great extent	36	28	65	50	62	52	60
Moderate extent	21	27	24	27	24	32	25
Some, or little or no extent	34	39	10	20	11	14	14
Don't know	10	7	0	3	2	2	1
60.7. The national training office helps in assessing and meeting the training needs of my unit							
Great or very great extent	21	9	7	12	11	14	9
Moderate extent	14	12	14	18	20	18	15
Some, or little or no extent	46	68	69	48	62	59	66
Don't know	19	12	10	22	7	9	11
60.8. The unit staff responsible for training is helpful in assessing and meeting the training needs of my unit							
Great or very great extent	37	22	43	43	36	43	41
Moderate extent	18	23	23	26	36	36	24
Some, or little or no extent	39	50	30	23	27	18	31
Don't know	7	5	4	9	2	2	4
60.9. Training funds are available in my unit							
Great or very great extent	19	26	7	13	13	19	10
Moderate extent	38	36	18	12	49	47	22
Some, or little or no extent	40	38	68	59	38	30	61
Don't know	3	1	8	16	0	5	7
Q.61. Extent to which SSA's internal training and development programs have improved the performance of unit employees:							
61.1. Management/supervisory staff							
Great or very great extent	8	15	16	33	34	33	18
Moderate extent	56	36	36	31	39	45	37
Some, or little or no extent	37	44	46	31	28	20	43
Don't know	0	5	2	5	0	2	2
61.2. Professional/technical staff							
Great or very great extent	43	13	29	33	43	43	30
Moderate extent	37	40	40	32	40	41	40
Some, or little or no extent	21	44	27	31	17	14	27
Don't know	0	3	3	5	0	2	3

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61.3. Administrative or clerical/ support staff							
Great or very great extent	13	10	8	20	14	8	9
Moderate extent	54	42	26	27	34	49	29
Some, or little or no extent	30	46	64	48	52	35	59
Don't know	3	3	2	5	0	8	2
Q.62. Satisfaction with efforts to identify and develop candidates for first-line supervisor and middle management positions:*							
Generally or very satisfied	29	40	40	36	59	69	41
Neither satisfied or dissatisfied	40	36	27	42	14	20	29
Generally or very dissatisfied	32	23	33	23	28	10	30
Q.63. Narrative comment: reasons for dissatisfaction in Q.62.							
Q.64. Voluntary demotions of supervisors in unit during past year							
Yes	18	18	15	9	65	29	17
No	79	80	85	91	35	69	82
Don't know	3	2	0	0	0	2	1
Q.65. Number of supervisors that took voluntary demotions during the last year (data represents the number of managers that experienced the supervisor demotions listed):							
Number of demotions:							
1	6	4	29	7	17	4	67
2	3	6	7	3	9	3	31
3	1	1	3	•	4	3	12
4	•	1	•	•	6	-	7
5	•	1	•	•	1	-	2
6	•	•	•	•	2	1	3
8	•	1	•	•	1	-	2
10	•	•	•	•	1	1	2
14	•	1	•	•	•	-	1
30	•	•	•	•	•	1	1
Total	10	15	39	10	41	13	128
Percent of total	8	12	31	8	32	10	100
Q.66. Effect of voluntary demotions on unit:							
Generally or significant positive effect	50	71	33	20	48	50	39
Neither positive nor negative effect	40	29	36	70	31	43	37
Generally or significant negative effect	10	0	31	10	21	7	25
Q.67. Narrative comment: description of negative effect of voluntary demotions in Q.66.							
VIII. Performance management							
Q.68. Existence of performance standards in six areas and whether they are specific, numeric:							
68.1. Existence of performance standards for							
Efficiency	54	61	66	79	79	69	66
Timeliness	84	89	97	91	99	94	95
Quality	70	93	96	81	100	96	94
Quantity	52	74	79	94	77	80	79
Backlog	14	37	46	56	48	45	45
Courtesy to the public	8	37	84	78	94	60	77

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	Systems	Other	Do/Bo	OHA	Area office	Other	
68.2. Existence of specific numeric performance standards in six areas (for those units having performance standards):							
Efficiency	18	36	27	58	20	6	29
Timeliness	59	70	58	73	67	55	60
Quality	19	47	55	52	66	57	54
Quantity*	28	71	45	93	50	59	51
Backlog	56	82	36	72	32	35	42
Courtesy to public	20	27	13	24	13	3	14
Q.69. Bases of unit performance standards:							
Time studies*	3	19	36	32	28	29	13
Historic estimate based on past performance*	35	60	48	51	59	65	49
Generic Job Tasks (GJTs)	84	93	90	80	80	90	89
Q.70. Extent to which unit employees participate in setting their performance standards:							
Great or very great extent	21	12	6	4	8	21	7
Moderate extent	29	28	9	7	20	23	12
Some, or little or no extent	48	54	77	78	72	52	73
Not applicable	3	5	8	12	0	4	8
Q.71. Existence of seven performance measures and their helpfulness:							
71.1. Existence of the measures							
Efficiency	41	49	52	67	66	48	53
Quality	62	82	97	69	100	94	93
Timeliness	79	85	98	88	98	96	96
Unit cost*	5	12	4	8	14	20	6
Quantity/volume	40	61	82	88	81	76	79
Backlog	16	39	50	58	52	52	49
Courtesy to public	11	31	63	55	67	44	58
71.2. Helpfulness of units' performance measures (for those units having them) in seven areas:							
71.2.1. Efficiency							
Helpful	24	43	62	49	43	36	56
Somewhat helpful	60	50	29	40	50	55	34
Not helpful	16	7	9	11	5	5	9
Don't know	0	0	0	0	3	5	0
71.2.2. Quality*							
Helpful	32	58	64	50	63	59	62
Somewhat helpful	63	38	27	35	38	35	30
Not helpful	5	4	9	15	0	7	9
71.2.3. Timeliness							
Helpful	54	68	75	61	78	65	73
Somewhat helpful	42	27	22	30	22	35	24
Not helpful	4	5	3	9	0	0	3
71.2.4. Unit cost							
Helpful	67	30	30	14	56	22	32
Somewhat helpful	33	50	40	29	22	44	39
Not helpful	0	10	20	43	22	22	21
Don't know	0	10	10	14	0	11	9
71.2.5. Quantity/volume							
Helpful	33	75	67	54	64	63	65
Somewhat helpful	42	22	28	29	35	35	29
Not helpful	25	4	4	17	2	3	6
Don't know	0	0	1	0	0	0	1

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71.2.6. Backlog							
Helpful	43	75	59	65	64	61	61
Somewhat helpful	43	17	34	23	33	39	33
Not helpful	14	8	5	13	3	0	5
Don't know	0	0	2	0	0	0	1
71.2.7. Courtesy to public							
Helpful	17	50	63	52	51	47	60
Somewhat helpful	67	39	26	26	44	47	28
Not helpful	17	7	9	16	2	0	9
Don't know	0	4	3	7	2	6	3
Q.72. Extent to which the units' organizational performance measures affect six conditions:							
72.1. Help managers manage*							
Great or very great extent	10	43	48	32	66	53	46
Moderate extent	43	29	37	35	28	37	36
Some, or little or no extent	47	28	15	34	6	10	17
72.2. Help managers' subordinates manage*							
Great or very great extent	19	46	47	36	64	53	46
Moderate extent	40	29	36	38	30	35	36
Some, or little or no extent	41	25	17	25	6	12	18
72.3. Provide management information*							
Great or very great extent	10	36	65	42	71	51	59
Moderate extent	26	27	25	31	20	39	26
Some, or little or no extent	64	37	10	27	9	10	15
72.4. Increase the paperwork*							
Great or very great extent	41	37	51	60	43	46	50
Moderate extent	26	26	30	23	28	31	29
Some, or little or no extent	33	37	19	17	29	23	21
72.5. Help to attain unit goals*							
Great or very great extent	7	42	54	27	62	51	50
Moderate extent	55	34	32	40	32	35	34
Some, or little or no extent	38	25	14	33	6	14	16
72.6. Disrupt work							
Great or very great extent	9	7	7	17	3	6	7
Moderate extent	17	14	20	28	5	10	19
Some, or little or no extent	74	80	73	55	92	83	74
Q.73. Extent to which existing performance measures facilitate the comparison of employee performance to standards:							
Great or very great extent	8	35	39	36	51	43	38
Moderate extent	29	31	32	31	32	41	32
Some, or little or no extent	54	32	29	31	17	14	30
Don't know	10	2	0	3	0	2	1
Q.74. Use of performance measures to periodically update unit performance standards:*							
Yes	32	66	54	52	79	69	55
No	59	31	33	22	20	20	32
Don't know	10	3	13	25	2	10	12
Q.75. Satisfaction with accuracy of seven SSA performance measures for unit:							
75.1. Efficiency							
Generally or very satisfied	15	29	35	36	38	28	34
Neither satisfied nor dissatisfied	34	18	27	26	22	36	27
Generally or very dissatisfied	15	16	19	26	28	15	19
Not applicable	38	37	19	13	13	21	20

(continued)

**Appendix I
Results of Mid-Level Managers'
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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
75.2. Quality							
Generally or very satisfied	42	48	50	36	59	59	49
Neither satisfied nor dissatisfied	16	15	14	20	5	10	14
Generally or very dissatisfied	19	21	36	35	37	29	34
Not applicable	23	16	0	9	0	2	3
75.3. Timeliness							
Generally or very satisfied	49	55	76	46	86	74	72
Neither satisfied nor dissatisfied	18	14	11	25	5	20	12
Generally or very dissatisfied	15	16	13	22	9	4	13
Not applicable	18	15	0	7	0	2	3
75.4. Unit cost							
Generally or very satisfied	5	7	5	8	3	15	6
Neither satisfied nor dissatisfied	16	16	15	21	41	20	17
Generally or very dissatisfied	5	5	6	5	13	7	6
Not applicable	74	72	74	67	44	59	71
75.5. Quantity/volume*							
Generally or very satisfied	23	43	63	41	71	69	59
Neither satisfied nor dissatisfied	19	14	17	15	11	17	17
Generally or very dissatisfied	11	11	14	39	12	0	15
Not applicable	47	32	6	6	6	15	9
75.6. Backlog							
Generally or very satisfied	13	31	35	39	40	42	35
Neither satisfied nor dissatisfied	13	11	27	27	32	19	25
Generally or very dissatisfied	3	4	8	18	8	2	8
Not applicable	71	54	30	17	20	38	32
75.7. Courtesy							
Generally or very satisfied	5	20	43	39	48	29	40
Neither satisfied nor dissatisfied	10	23	20	28	23	31	21
Generally or very dissatisfied	5	5	16	11	23	10	15
Not applicable	80	52	21	22	5	31	25
Q.76. Whether unit keeps supplemental performance management records in addition to required SSA record keeping:*							
Yes	11	31	61	40	58	33	55
No	89	69	39	60	42	67	45
Q.77. Reasons for keeping supplemental records (for those that said they kept them):							
Current records are inaccurate	0	14	14	12	22	6	14
Current records are incomplete*	14	66	51	33	49	63	50
Current records are untimely*	0	28	46	14	76	31	44
Current records are inappropriate	29	17	16	21	14	13	16
Data will be needed in future*	57	41	27	50	30	25	29
Personal interests	29	41	38	36	24	50	37
Q.78. Narrative comment: examples of supplemental records kept.							
VIII.1 Assessment of Performance							
Q.79. Whether managers receive information from SSA's work measurement system to assess units' performance:*							
Yes	16	23	94	39	97	61	82
No	75	75	5	36	2	33	15
Don't know	8	2	1	25	2	6	3
Q.80. Narrative comment: list of reports or other products received from work measurement system for assessing unit performance.							

(continued)

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Results of Mid-Level Managers'
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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
Q.81. Importance of reports from work measurement system to unit's work (for those that receive them per Q.79):							
Generally or very important	9	76	95	62	97	90	93
Neither important nor unimportant	36	10	4	26	2	3	5
Generally or very unimportant	55	14	2	13	2	7	3
Q.82. Usefulness of reports from work measurement system (for those that receive them per Q.79):							
Useful	0	41	72	49	87	69	70
Somewhat useful	60	50	26	42	13	21	27
Not useful	40	9	2	9	0	10	3
Q.83. Problems of work measurement reports (for those that receive them per Q.79):							
Need corrections*	60	27	16	29	30	29	18
Need more clarification	30	27	13	17	8	25	14
Need further analysis	50	41	35	42	30	50	36
Untimely*	20	32	48	24	60	39	47
Incomplete	50	23	10	15	18	25	12
Reports do not have any problems	30	14	14	17	8	21	18
Q.84. Nature of unit's performance over past 2 years:							
Improving	49	48	45	39	60	49	46
Stable	30	33	44	41	31	41	42
Declining	21	17	11	19	9	10	12
Don't know	0	2	0	0	0	0	0
Q.85. Extent to which seven factors have caused unit performance to decline (for those who said it declined in Q.84):							
85.1. Changes (increases or decreases) in workload volume							
Great or very great extent	31	44	43	62	17	40	43
Moderate extent	23	19	25	10	67	20	24
Some, or little or no extent	46	38	32	29	17	40	33
85.2. Changes (increase or decreases) in staff level							
Great or very great extent	77	88	75	57	67	100	75
Moderate extent	8	0	11	14	17	0	10
Some, or little or no extent	15	13	14	29	17	0	16
85.3. Physical move							
Great or very great extent	8	25	0	5	0	0	3
Moderate extent	25	6	11	10	0	0	11
Some, or little or no extent	42	44	29	33	50	40	32
Not applicable	25	25	61	52	50	60	54
85.4. Reorganization/consolidation							
Great or very great extent	54	50	4	57	0	0	17
Moderate extent	0	13	10	14	0	0	10
Some, or little or no extent	31	19	43	10	67	60	37
Not applicable	15	19	43	19	33	40	36
85.5. New laws/executive orders							
Great or very great extent	0	19	37	62	17	20	35
Moderate extent	8	0	22	19	17	0	18
Some, or little or no extent	62	63	33	14	33	60	37
Not applicable	31	19	7	5	33	20	11
85.6. Revised operating procedure							
Great or very great extent	15	25	29	38	33	20	28
Moderate extent	8	13	29	29	33	0	25
Some, or little or no extent	69	56	39	24	17	60	41
Not applicable	8	6	4	10	17	20	6

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
85.7. Changes in staff morale							
Great or very great extent	77	69	56	57	50	40	58
Moderate extent	0	13	15	24	50	0	15
Some, or little or no extent	23	13	26	19	0	60	24
Not applicable	0	6	4	0	0	0	3
Q.86. How managers held accountable for improving unit performance:							
Organizational performance goals in their performance plans	34	50	36	6	39	25	34
Organizational performance goals but not in their performance plans	2	1	12	24	0	0	11
A mix of organizational performance goals that are in their performance plans and those not in their performance plans	58	45	49	16	62	76	48
Other	2	0	2	5	0	0	2
Not formally held accountable	5	4	1	51	0	0	5
Q.87. Emphasis SSA has placed on minimizing cost:*							
Great or very great emphasis	24	58	35	29	48	45	37
Moderate emphasis	38	30	33	28	32	37	32
Some, or little or no emphasis	38	13	32	43	20	18	31
VIII.2. Performance Appraisals							
Q.88. Extent to which managers' most recent performance appraisal represented a fair and accurate picture of actual job performance:*							
Great or very great extent	27	41	51	2	49	57	46
Moderate extent	41	34	30	8	32	25	29
Some, or little or no extent	32	23	19	3	19	18	19
Not applicable	0	2	0	87	0	0	6
Q.89. Narrative comment: reasons for managers indicating that their performance appraisals were fair and accurate to some, little or no extent (Q. 88).							
Q.90. Extent to which six problems exist in SSA's current appraisal system:							
90.1. Lack of performance standards							
Great or very great extent	18	10	5	5	2	2	6
Moderate extent	19	6	9	7	9	4	9
Some, or little or no extent	57	82	83	69	85	90	82
Don't know	7	2	3	19	5	4	4
90.2. Standards do not define employee performance expectations							
Great or very great extent	31	15	19	16	9	2	18
Moderate extent	18	10	18	11	14	12	16
Some, or little or no extent	48	73	62	56	74	82	63
Don't know	3	2	2	17	3	4	3
90.3. Performance standards are not linked to program objectives							
Great or very great extent	28	14	9	21	5	0	11
Moderate extent	8	10	13	7	9	14	12
Some, or little or no extent	61	74	76	54	83	84	74
Don't know	3	2	2	19	3	2	3
90.4. Written appraisals do not reflect employees' performance							
Great or very great extent	23	21	12	21	9	8	13
Moderate extent	25	20	15	21	11	16	16
Some, or little or no extent	50	57	70	46	80	76	68
Don't know	2	2	3	13	0	0	3
90.5. Too much paperwork*							
Great or very great extent	23	32	29	33	34	33	29
Moderate extent	22	23	20	17	23	29	20
Some, or little or no extent	53	43	50	38	43	39	48
Don't know	2	2	2	13	0	0	2

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office		
					Other		
90.6. Too time consuming*							
Great or very great extent	17	34	30	31	34	31	30
Moderate extent	23	18	18	19	22	31	19
Some, or little or no extent	58	46	50	39	45	39	49
Don't know	2	2	2	12	0	0	3
VIII.3. Awards Process							
Q.91. Consistency in applying criteria for performance awards:							
Somewhat or very consistently	59	59	62	64	83	82	63
Borderline	18	14	19	15	9	8	18
Somewhat or very inconsistently	23	28	19	21	8	10	19
Q.92. Opinion as to the best method to allocate funds for awards*:							
Overall performance of manager's unit compared to SSA overall	11	15	25	19	6	6	22
Unit's per capita share of total workforce	23	21	8	7	17	8	10
A combination of overall performance of a unit and a unit's per capita share of total workforce	57	54	62	61	75	83	63
Other	10	10	5	14	2	2	6
IX. Reviews and evaluations							
Q.93. Any internal SSA or HHS reviews, assessments, or evaluations of unit operations in the last year*:							
Yes	26	39	89	60	82	74	80
No	74	61	12	40	19	27	20
Q.94. Types of assessments, reviews, or evaluations performed on unit by SSA or HHS in last year:							
Security reviews*	56	46	95	8	93	86	88
Office of the Inspector General reviews	81	19	4	5	15	36	7
Office of Assessment reviews*	44	27	15	5	53	64	18
Ad hoc reviews by internal evaluation unit*	63	84	48	75	83	81	53
Other	19	22	26	35	21	33	26
Q.95. Helpfulness of internal reviews of unit operations in assisting managers to (1) identify and (2) resolve problems in unit:							
95.1. Identify problems							
Somewhat or very helpful	56	76	82	77	89	94	82
Neither helpful nor unhelpful	31	5	10	19	8	6	10
Somewhat or very unhelpful	13	19	8	5	4	0	8
95.2. Resolve problems							
Somewhat or very helpful	50	62	66	55	70	64	65
Neither helpful nor unhelpful	19	16	21	29	26	25	22
Somewhat or very unhelpful	31	22	14	15	4	11	14
Q.96. Extent to which unit experienced nine problems with results of internal reviews or evaluations of unit:							
96.1. Data not recent enough							
Great or very great extent	13	3	5	6	8	19	6
Moderate extent	0	8	7	6	13	3	7
Some, or little or no extent	81	87	84	75	79	75	83
Don't know	6	3	4	12	0	3	5
96.2. Data not relevant to unit needs							
Great or very great extent	0	11	7	8	0	3	6
Moderate extent	13	6	7	8	8	6	7
Some, or little or no extent	81	81	81	75	91	86	82
Don't know	6	3	5	9	2	6	5

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
96.3. Data not accurate							
Great or very great extent	6	8	3	11	6	3	4
Moderate extent	19	11	6	11	6	6	7
Some, or little or no extent	75	78	86	69	87	89	85
Don't know	0	3	5	9	2	3	5
96.4. Data not complete (narrow scope)							
Great or very great extent	13	24	7	12	4	0	7
Moderate extent	19	5	9	15	6	11	9
Some, or little or no extent	69	68	80	63	87	83	79
Don't know	0	3	4	9	4	6	4
96.5. Lack of supporting evidence							
Great or very great extent	0	22	4	14	8	3	6
Moderate extent	31	5	8	8	8	11	9
Some, or little or no extent	69	70	83	63	83	80	81
Don't know	0	3	5	15	2	6	5
96.6. Top management not interested							
Great or very great extent	0	0	3	2	0	0	2
Moderate extent	13	8	3	9	2	3	3
Some, or little or no extent	81	89	86	66	94	94	85
Don't know	6	3	9	23	4	3	9
96.7. Data duplicate information already available							
Great or very great extent	25	16	9	12	4	8	10
Moderate extent	13	14	13	11	9	6	13
Some, or little or no extent	63	65	73	59	83	83	73
Don't know	0	5	5	19	4	3	5
96.8. Inappropriate recommendations							
Great or very great extent	19	24	9	11	6	0	10
Moderate extent	19	0	11	9	10	8	11
Some, or little or no extent	63	73	76	71	85	89	77
Don't know	0	3	4	9	0	3	4
96.9. No recommendations							
Great or very great extent	0	0	1	7	2	0	1
Moderate extent	0	0	2	2	4	0	2
Some, or little or no extent	100	91	90	77	92	94	90
Don't know	0	9	6	15	2	6	7
X. Information resource management							
Q.97. Whether manager is in headquarters Office of Systems							
Yes [Skip to Q.111]	100						4
No [Continue to Q.98]		100	100	100	100	100	96
Q.98. Narrative comment: listing of SSA computer system(s) that in general, manager's unit most frequently uses in its operations.							
Q.99. Helpfulness of computer systems support in carrying out responsibilities:							
Somewhat or very helpful	73	96	86	97	75		93
Neither helpful nor unhelpful	11	4	6	0	9		4
Somewhat or very unhelpful	16	1	8	3	17		3

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
Q.100. Extent to which improvements in computer system support would result in better (1) efficiency, (2) effectiveness, and (3) timeliness of unit operations:							
100.1. Better efficiency of operations							
Great or very great extent	68		82	59	88	70	79
Moderate extent	12		13	23	5	19	14
Some, or little or no extent	18		4	11	6	6	5
Don't know	2		2	8	2	4	2
100.2. Better effectiveness of operations							
Great or very great extent	72		80	59	81	68	78
Moderate extent	10		14	19	8	21	14
Some, or little or no extent	16		4	14	9	9	6
Don't know	2		2	8	2	2	2
100.3. Better timeliness of operations							
Great or very great extent	70		80	60	83	75	78
Moderate extent	11		13	20	11	19	14
Some, or little or no extent	17		5	12	5	4	6
Don't know	2		2	8	2	2	2
Q.101. Units (1) documentation of computer system needs and (2) submission of formal request for additional computer system support:							
101.1. Documentation of computer system needs*							
Yes	85		16	34	30	78	25
No	5		59	36	41	11	52
Don't know	4		2	10	3	4	3
Not applicable	5		23	21	27	7	21
101.2. Submitted formal request for additional computer system support*							
Yes	84		15	31	25	77	23
No	7		61	39	44	11	53
Don't know	5		2	9	5	9	3
Not applicable	6		23	21	27	4	22
Q.102. Responsiveness of SSA to unit's expressed need for computer support:							
Generally or very responsive	52		60	62	73	69	60
Neither responsive nor nonresponsive	12		21	14	9	15	17
Generally or very unresponsive	36		19	24	18	15	23
Q.103. Changes in SSA computer system support provided to unit over the past 3 years:							
Generally or greatly improved	48		83	77	84	72	80
Remained the same	29		14	21	13	19	16
Generally or greatly declined	23		3	2	3	9	4
Q.104. Pace of systems modernization plan progress compared to expectation:							
Somewhat or much faster pace	13		22	23	22	26	22
Neither faster nor slower pace	33		37	48	27	40	37
Somewhat or much slower pace	54		42	30	52	34	42
Q.105. Extent to which SSA's priorities and plans for systems improvements make sense based on unit needs:*							
Great or very great extent	29		72	44	80	62	67
Moderate extent	28		20	28	14	23	21
Some, or little or no extent	43		9	28	6	15	12
Q.106. Adequacy of computer systems unit uses in supporting management information needs:							
More or much more than adequate	9		12	32	19	4	13
Generally adequate	40		53	49	42	62	52
Less or much less than adequate	51		35	20	40	34	35

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	Headquarters		Field Offices				Total
	Systems	Other	Do/Bo	OHA	Area office	Other	
Q.107. Extent of potential for improved computer support for management needs:							
Great or very great extent		64	74	59	89	57	72
Moderate extent		20	21	28	9	28	21
Some, or little or no extent		16	5	13	2	15	7
Q.108. Problems with computer support during past year:							
Yes		73	55	38	71	66	56
No		27	45	62	29	34	44
Q.109. Kinds of problems had with SSA computer support (Q.108):							
Computer system "down" time*		63	87	58	71	81	82
Incomplete or limited service provided*		72	32	42	58	58	38
Unresponsiveness		37	23	26	24	36	25
Timeliness*		67	49	24	73	55	51
Lack of communication regarding possible system problems*		45	42	29	62	48	43
Other		16	8	11	7	10	9
Q.110. The one management or administrative operation that should receive the greatest priority for systems modernization:							
Title II Initial Claims		.	46	.	66	-	43
Title II Post-entitlement		29	.	.	.	43	-
Title XVI Initial Claims	
Title XVI Post-entitlement	
Wage Reporting	
Case Management	
Management Information	
Word Processing		.	.	21	.	.	.
Quality Assurance	
Other	
Q.111. Extent to which top management is receiving the information it needs to manage SSA:							
Great or very great extent		21	26	38	31	46	35
Moderate extent		43	44	40	34	42	57
Some, or little or no extent		37	30	22	34	12	8
Q.112. Top three priority issues managers would change if given the opportunity:							
Q.112.1. Top priority issue							
Clarity, timeliness, and appropriateness of policies and decisions		19	22	.	36	.	27
Computer support		.	.	21	.	22	.
Q.112.2. Second priority issue							
Clarity, timeliness, and appropriateness of policies and decisions		.	.	.	14	17	.
Organizational structure		18
Computer support		.	26	.	.	.	15
Recruitment system of SSA personnel		.	.	16	.	.	.
Planning process		17
Training		.	.	.	14	.	.
Q.112.3. Third priority issue							
Clarity, timeliness, and appropriateness of policies and decisions		.	16	.	.	20	.
Organizational structure		.	16
Computer support		21
Improve morale		20	.	13	18	.	-
Q.113. Optional question: comments regarding survey questionnaire or any of the questions.							

*Differences in responses over all six components are statistically significant.

Results of Employees' Questionnaire Study

Objectives

In March 1986, we mailed a questionnaire to 1,094 SSA employees. The purpose of the questionnaire was to obtain the employees' perspectives on various factors related to their jobs, such as:

- work assignments and supervision;
- the work unit environment and its relationship to SSA operations;
- training, development, instructions, and guidance;
- performance appraisals;
- automation; and
- organizational environment.

We also asked the employees several questions concerning their opinion about their jobs and the agency.

Methodology

The questionnaire was pretested with 12 employees in various headquarters and field components in Baltimore and Westminster, Maryland. We also provided copies of the draft questionnaire to top SSA headquarters officials for review. Based on the results of the pretest and top officials' comments, we revised the questionnaire to help ensure that all questions were fair, relevant, easy to understand and answer, and relatively free of design flaws that could introduce bias or error into the study results. The responses to the pretest questionnaire were not included in the final results.

We mailed a standardized questionnaire to a sample of SSA employees at grade levels GS-4 through GS-13. We selected these employees using a random stratified statistical sample of employees in the six job series comprising most of the employees directly engaged in SSA program and ADP operations. These employees compose about 60 percent of all SSA employees. We excluded from consideration employees in five job series that represent clerical/administrative support activities such as secretaries, clerk typists, key punch operators, mail and file clerks, and general clerical services. Also, for each employee group selected we excluded all those above the position of first-line supervisor because we wanted to limit our sample to those employees who were either directly performing operations work or who were first-line supervisors.

For sampling purposes we stratified these employees into three groups that would allow us to make a valid projection of the responses for each group individually. The three groups were

- the job series for claims and service representatives;

Appendix II
Results of Employees' Questionnaire Survey

- the job series for other operations staff (such as benefit and claims authorizers, and claims clerks) and hearings assistants within the OHAs; and
- the job series for computer specialists, analysts, and programmers.

Our sampling plan was designed to yield an expected sampling error of plus or minus 5 percent at a 95-percent confidence level for each group. The questionnaire was administered to the three groups by mail with one initial and three follow-up mailings.

We reduced the original universe and initial sample of employees for retirements, resignations, and deaths. The initial universe and the adjusted universe for each employee group are shown in table II.1.

Table II.1: Number of Employees in Original and Adjusted Universes

	Original universe	Adjusted universe
Claims and service representatives	25,257	25,065
Other operations and hearings and appeals employees	18,297	17,830
Computer specialists	1,326	1,309
Total	44,880	44,204

Table II.2 shows the adjustments to the initial sample.

Table II.2: Number of Employees in Initial and Adjusted Samples

	Initial sample	Retired	Resigned	Deceased	No longer at SSA	Adjusted sample
Claims and service representatives	394	1	1	•	1	391
Other operations and hearings and appeals	392	1	3	1	5	382
Computer specialists	308	2	•	•	2	304
Total	1,094	4	4	1	8	1,077

A total of 905 employees responded to the questionnaire by our closing date of September 1986, for an overall response rate of 84.0 percent of the adjusted sample. The responses for each group are shown in table II.3.

Table II.3: Employees' Questionnaire Response Rates

	Adjusted sample	Responses	
		Number	Rate (percent)
Claims and service representatives	391	332	84.9
Other operations and hearings and appeals	382	313	81.9
Computer specialists	304	260	85.5
Total	1,077	905	84.0

We believe the results of the questionnaire are statistically projectable to our universe of SSA employees included in the groups we sampled.

Employees' Responses

Employees' responses are shown in table II.4 for the three sample groups. The column headed:

- "CR & SR" represents the responses of claims and service representatives, their supervisors, and other employees in their job series, such as field representatives and data review technicians. Claims and service representatives and their supervisors make up about 92 percent of the group. Also, for the entire group, about 93 percent were in Do/BoS.
- "Other operations" represents the responses of other operations staff (such as benefit and claims authorizers and claims clerks) and hearings assistants in OHAs. The latter were all in OHAs, while most of the other operations employees (71 percent of claims clerks and 82 percent of claims authorizers) were in either Do/BoS or in program service centers.
- "Computer specialist" represents the responses of computer specialists, analysts, and programmers, of whom about 84 percent were in the headquarters systems component.

Unless otherwise noted, the numbers in table II.4 represent the percentages of employees in each group who responded. For narrative response questions, only the question is shown. In developing our percentages, we also used appropriate weighting and estimating techniques. In this regard, the percentages in the "total" column are the weighted estimate that applies to the entire SSA universe. For presentation purposes, we combined the first two and last two response categories for those questions that had a 5-point response scale—e.g., very great extent, great extent, moderate extent, some extent, and little or no extent. Also, we show only the affirmative responses for the screening part of some two-part questions—questions that had an initial screening question, which,

if answered in the affirmative, required a response to an extent scale question—e.g., question 23. The tabulation begins with the responses to question 8 because we excluded the background questions, such as grade level and length of service.

All response percentages with 0.5 or greater were rounded up to the next whole number, and those with less than 0.5 were rounded down; consequently, the responses for a question may not total to 100. Further, nonresponsive replies (i.e., missing responses) were not considered in the percentage computations. Nonresponsive replies were generally 5 percent or less. In most of these cases we believe the employees either misunderstood the question and/or the instructions, or inadvertently skipped it. This rationale is based on follow-up telephone interviews with many of those whose questionnaires had nonresponsive items.

We calculated sampling errors for the totals for key variables used in our report. All were within plus or minus 5 percentage points, except for parts of questions 32, 54, 77, and 83, where the sampling error ranged from 5.1 to 9.4 percentage points.

To obtain a nationwide perspective of employees' responses, we combined all their responses. This was accomplished through appropriate weighting and statistical testing and estimating techniques. Additionally, an asterisk is used to denote questions where the differences in responses over all three employee groups are statistically significant.

Table II.4: Tabulation of Responses to SSA Employees' Survey Questionnaire

Figures in percents

	CR&SR	Other operations	Computer specialist	Total
I. Work Assignments				
Q.8. Extent to which employees were assigned work by their supervisors under three conditions:				
8.1. The supervisor assigned work according to the employee's level of job knowledge, skills, and abilities.*				
Great or very great extent	68	67	70	68
Moderate extent	15	14	19	15
Some, or little or no extent	15	16	9	15
No opinion	2	3	2	2
8.2. The supervisor assigned work that in the employee's opinion should have been done by workers at a lower level.*				
Great or very great extent	9	8	4	8
Moderate extent	13	8	8	11
Some, or little or no extent	74	74	82	74
No opinion	4	10	6	6

(continued)

**Appendix II
Results of Employees' Questionnaire Survey**

	CR&SR	Other operations	Computer specialist	Total
8.3. The supervisor assigned work that in the employee's opinion should have been done by workers at a higher level.*				
Great or very great extent	7	12	7	9
Moderate extent	8	9	9	9
Some, or little or no extent	82	69	78	76
No opinion	3	10	6	6
Q.9. Extent to which employees and their supervisors were in three conditions:				
9.1. Allowed employees to suggest new ideas or methods for doing their work.*				
Great or very great extent	55	51	70	51
Moderate extent	23	20	17	21
Some, or little or no extent	22	37	13	28
9.2. Encouraged employees to suggest new ideas or methods for doing their work.*				
Great or very great extent	45	35	58	41
Moderate extent	22	17	24	20
Some, or little or no extent	33	48	19	38
9.3. Been receptive to new ideas or methods for doing their work.*				
Great or very great extent	46	34	63	42
Moderate extent	22	21	21	22
Some, or little or no extent	31	45	16	36
Q.10. Extent to which supervisors made efforts to motivate employees to do a better job in the last year:*				
Great or very great extent	31	25	29	29
Moderate extent	26	22	31	25
Some, or little or no extent	40	50	37	43
No opinion	3	4	3	3
Q.11. Extent to which supervisors used six methods to motivate employees:				
11.1. Type of work assignments*				
Great or very great extent	24	17	41	22
Moderate extent	25	24	24	24
Some, or little or no extent	51	59	35	52
11.2. Awards				
Great or very great extent	14	13	16	13
Moderate extent	13	10	9	12
Some, or little or no extent	73	77	75	74
11.3. Disciplinary actions				
Great or very great extent	2	5	1	3
Moderate extent	4	6	2	5
Some, or little or no extent	94	89	97	90
11.4. General feedback				
Great or very great extent	33	25	30	29
Moderate extent	28	27	32	27
Some, or little or no extent	38	49	38	42
11.5. Training opportunities*				
Great or very great extent	28	16	37	23
Moderate extent	20	24	30	22
Some, or little or no extent	52	60	33	54
11.6. Performance appraisals*				
Great or very great extent	39	34	31	36
Moderate extent	27	27	32	27
Some, or little or no extent	34	39	36	35

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	CR&SR	Other operations	Computer specialist	Total
Q.12. Supervisor's helpfulness in finding ways to do a better job:				
Very helpful	32	27	32	30
Somewhat helpful	44	44	49	44
Not helpful	24	28	18	25
Q.13. Frequency with which employees were required to obtain supervisor's approval on decisions they were capable of making themselves:*				
Most of the time, or always or almost always	10	8	17	10
About half the time	7	10	5	8
Some of the time, or never or almost never	83	82	78	82
Q.14. Top three work measurement factors most emphasized by supervisors:				
14.1. The most important factor				
Quality	43	38	52	41
14.2. The second most important factor*				
Timeliness	34	36	39	35
14.3. The third most important factor*				
Timeliness	23	24	.	23
Efficiency	.	.	35	.
Q.15. Importance of seven factors in motivating employees to do a good job:				
15.1. Quality step increases*				
Generally or very important	63	76	68	67
Neither important nor unimportant	23	14	23	19
Generally or very unimportant	14	10	9	12
15.2. Sustained superior performance award*				
Generally or very important	64	74	66	66
Neither important nor unimportant	24	19	27	22
Generally or very unimportant	12	8	8	10
15.3. Job satisfaction				
Generally or very important	97	94	99	95
Neither important nor unimportant	2	4	2	3
Generally or very unimportant	1	2	0	1
15.4. Positive feedback from supervisor				
Generally or very important	85	83	92	83
Neither important nor unimportant	11	11	7	11
Generally or very unimportant	4	6	1	5
15.5. Peer pressure				
Generally or very important	29	25	27	27
Neither important nor unimportant	35	35	39	34
Generally or very unimportant	36	40	34	37
15.6. Promotion potential*				
Generally or very important	65	77	74	70
Neither important nor unimportant	22	13	18	18
Generally or very unimportant	13	10	8	12
15.7. Fear of disciplinary action*				
Generally or very important	20	23	10	21
Neither important nor unimportant	23	28	22	25
Generally or very unimportant	57	49	68	53
II. Supervision				
Q.16. Extent to which supervisor used unit staff's abilities to accomplish work objectives more efficiently and effectively:				
Great or very great extent	47	48	55	48
Moderate extent	29	29	26	29
Some, or little or no extent	23	23	19	23

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	CR&SR	Other operations	Computer specialist	Total
Q.17. Supervisor's adequacy in managing work:				
More, or much more than adequate	50	45	63	48
Adequate	37	42	24	38
Less, or much less than adequate	13	14	13	13
Q.18. Adequacy of technical guidance received from supervisor:				
More, or much more than adequate	34	28	38	32
Adequate	42	42	38	42
Less, or much less than adequate	24	30	24	26
Q.19. Whether employees would like to become supervisors:				
Yes	32	33	35	33
No	59	64	62	61
Not applicable/employee is a supervisor	8	2	2	6
Q.20. Reasons employees don't want to become supervisors (those who said "No" in Q. 19):				
Position involves too many frustrations	60	56	60	59
Do not want to manage people	28	43	49	35
Do not want the responsibility	16	33	22	23
Position not challenging enough	7	10	9	8
Position does not pay enough for the amount of work required	48	20	16	36
Other	18	15	40	17
Q.21. Whether supervisor measures unit's processing of (1) initial claims and (2) post-entitlement actions in an acceptable amount of time:				
21.1 Initial claims*				
Yes	72	80	3	73
No	4	3	11	3
Don't know	2	9	3	5
Does not apply	22	9	84	19
21.2. Post-entitlement actions*				
Yes	77	65	6	70
No	10	3	11	7
Don't know	8	13	3	10
Does not apply	6	18	81	13
Q.22. Whether supervisor or someone else measures quality of the unit's work:				
Yes	88	83	62	85
No	9	7	21	9
Don't know	3	10	17	6
Q.23. Whether (1) three unit work quality measures are used and (2) their usefulness:				
23.1. The measure is used				
Accuracy—determines if any errors*	90	89	74	90
Reliability—determines if information or data are dependable*	61	55	74	59
Completeness—determines if information is missing*	89	77	76	84

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	CR&SR	Other operations	Computer specialist	Total
23.2. Usefulness of the three quality measures of the unit's work (for those units that use the measure)				
1. Accuracy—determines if any errors				
Very useful	61	59	72	61
Somewhat useful	36	35	25	35
Not useful	2	4	1	3
Don't know	1	3	2	2
2. Reliability—determines if information or data are dependable				
Very useful	57	53	69	56
Somewhat useful	35	35	24	35
Not useful	2	3	2	2
Don't know	3	3	0	3
3. Completeness—determines if information is missing				
Very useful	61	60	65	61
Somewhat useful	35	31	24	33
Not useful	1	4	2	2
Don't know	0	3	4	1
Q.24. Extent to which supervisors or others at a higher level (1) plan, (2) schedule, and (3) organize employees' work:				
24.1. Plan work*				
Great or very great extent	15	27	29	20
Moderate extent	12	14	25	13
Some, or little or no extent	73	59	47	66
24.2. Schedule work*				
Great or very great extent	17	26	24	20
Moderate extent	15	16	28	15
Some, or little or no extent	69	58	49	64
24.3. Organize work*				
Great or very great extent	9	19	10	13
Moderate extent	9	12	18	10
Some, or little or no extent	83	69	72	76
Q.25. Extent to which employees involved in (1) planning, (2) scheduling, and (3) organizing their work:				
25.1. Planning work*				
Great or very great extent	71	57	56	64
Moderate extent	12	10	18	11
Some, or little or no extent	18	34	26	24
25.2. Scheduling work*				
Great or very great extent	65	56	57	61
Moderate extent	14	10	21	12
Some, or little or no extent	22	34	22	27
25.3. Organizing work*				
Great or very great extent	82	65	77	75
Moderate extent	6	8	14	7
Some, or little or no extent	11	27	9	17
Q.26. Satisfaction with supervisor's decisions that affect employees work:				
Generally or very satisfied	68	63	73	66
Neither satisfied nor dissatisfied	19	22	16	20
Generally or very dissatisfied	14	15	10	14
III. The work unit environment				
Q.27. Employees' understanding of how their work relates to the units' goals and objectives:				
Probably or definitely yes	96	94	92	95
Undecided	2	4	4	3
Probably or definitely no	2	2	4	2

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	CR&SR	Other operations	Computer specialist	Total
Q.28. Unit staff working as a group to meet unit's goals and objectives:				
Mildly or strongly encouraged	66	67	69	67
Neither encouraged nor discouraged	27	25	25	26
Mildly or strongly discouraged	7	7	6	7
Q.29. Extent to which individuals in unit encourage each other to give their best efforts:				
Great or very great extent	40	33	38	37
Moderate extent	25	27	29	26
Some, or little or no extent	35	40	33	37
Q.30. Proportion of work done by individual unit staff members:				
More or much more than their share	34	34	45	34
Equal to their share	54	52	44	53
Less, or much less than their share	13	14	11	13
Q.31. Frequency that corrective action has been taken against those who were doing less than their share of the work, per Q.30:				
More than half of the time, or about always or almost always	0	7	0	3
About half the time	2	0	0	1
Less than half the time, or never or almost never	91	81	97	87
Don't know/no opinion	7	12	3	9
Q.32. Six types of decisions for which employees' advice (1) was solicited by decision makers and (2) the extent to which the advice was used:				
32.1. Advice was solicited on				
1. Type or format of forms to be used				
Yes	43	28	30	37
No	36	45	16	39
Does not apply	20	25	54	23
2. Number of workers to handle the workload				
Yes	21	16	32	19
No	62	58	37	60
Does not apply	17	24	31	20
3. Numbers and types of equipment (computers, processors, calculators) needed				
Yes	11	12	36	12
No	64	58	34	61
Does not apply	24	28	31	26
4. Assignment of individuals to overtime duties				
Yes	18	13	10	16
No	57	52	44	54
Does not apply	24	34	45	29
5. The flow of work process				
Yes	52	40	39	47
No	40	44	35	42
Does not apply	7	13	26	10
6. Best way to deal with increased automation				
Yes	17	9	30	14
No	62	60	34	61
Does not apply	20	29	37	24

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	CR&SR	Other operations	Computer specialist	Total
32.2. Extent to which employees advice was used by decision makers for six types of decisions affecting the unit (for those employees who said their advice was solicited):				
1. Type or format of forms to be used				
Great or very great extent	52	49	65	51
Moderate extent	29	35	31	30
Some, or little or no extent	19	16	4	17
2. Number of workers to handle workload				
Great or very great extent	43	54	46	45
Moderate extent	32	20	39	28
Some, or little or no extent	25	26	16	24
3. Numbers and types of equipment needed				
Great or very great extent	43	52	54	44
Moderate extent	35	18	27	26
Some, or little or no extent	22	30	19	23
4. Assignment of individuals to overtime duties				
Great or very great extent	57	42	59	51
Moderate extent	28	39	33	29
Some, or little or no extent	15	24	7	17
5. The flow of work process				
Great or very great extent	46	36	53	42
Moderate extent	34	37	31	34
Some, or little or no extent	20	27	17	22
6. Best way to deal with increased automation				
Great or very great extent	46	59	57	47
Moderate extent	32	19	22	26
Some, or little or no extent	22	22	21	21
Q.33. Frequency with which employees have performed job-related activities during nonwork hours (seminars, training, reading, taking work home, etc):*				
Substantially or very often	15	5	19	11
Moderately often	15	12	19	14
Somewhat or not often	71	83	63	75
Q.34. Frequency that employees worked in a crisis mode during the past year:*				
Most, or all or almost all the time	23	20	17	21
About half the time	16	10	17	13
Some, or none or almost none of the time	62	71	66	65
IV. Work unit and SSA operations				
Q.35. Quality of (1) the unit's work and (2) service to the public:				
35.1. Unit's work quality				
Good or very good	96	92	93	94
Fair	2	5	6	4
Poor or very poor	1	0	1	1
Does not apply	0	3	1	1
35.2. Service to the public quality				
Good or very good	92	78	19	83
Fair	6	5	0	5
Poor or very poor	2	0	0	1
Does not apply	1	17	81	9

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	CR&SR	Other operations	Computer specialist	Total
Q.36. Quality of (1) unit's work and (2) service to the public compared to 3 years ago:				
36.1. Unit's work quality				
Somewhat or much better	47	41	34	44
About the same	26	25	14	25
Somewhat or much worse	11	7	4	9
No basis to judge	17	27	48	22
36.2. Service to the public quality*				
Somewhat or much better	39	38	12	37
About the same	31	20	6	25
Somewhat or much worse	13	5	1	9
No basis to judge	17	37	81	26
Q.37. Narrative comment: examples of how unit's work and/or service to the public is better than 3 years ago.				
Q.38. Narrative comment: examples of how unit's work and/or service to the public is worse than 3 years ago.				
Q.39. Change in unit staff resources from fiscal year 1984 to 1985:*				
Gained	12	8	37	11
Remained the same	32	30	29	31
Lost	53	59	31	55
Q.40. Effect of staff resource loss (Q.39) on unit's ability to produce quality work:*				
Somewhat or significant positive effect	9	9	5	8
Neither positive nor negative effect	21	35	28	26
Somewhat or significant negative effect	68	47	54	56
Don't know	3	10	12	6
Q.41. Narrative comment: examples of negative effect of staff resource loss (per. Q. 40.).				
Q.42. Adequacy of unit's operations in seven areas:				
42.1. Quality of service provided to the public				
More or much more than adequate	68	51	17	59
Adequate	25	32	5	27
Less or much less than adequate	6	3	1	5
Does not apply/don't know	2	14	76	9
42.2. Quality of work produced				
More or much more than adequate	71	65	78	68
Adequate	25	31	16	27
Less or much less than adequate	4	2	3	3
Does not apply/don't know	0	2	3	1
42.3. Timeliness				
More or much more than adequate	54	54	66	54
Adequate	36	38	26	36
Less or much less than adequate	10	6	5	8
Does not apply/don't know	0	2	3	1
42.4. Efficiency*				
More or much more than adequate	51	53	63	51
Adequate	38	37	24	37
Less or much less than adequate	9	5	7	7
Does not apply/don't know	1	5	6	3
42.5. Cost*				
More or much more than adequate	22	17	20	20
Adequate	25	35	23	28
Less or much less than adequate	8	4	7	6
Does not apply/don't know	45	43	50	43

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	CR&SR	Other operations	Computer specialist	Total
42.6. Quantity/volume of work				
More or much more than adequate	64	59	52	61
Adequate	28	32	24	29
Less or much less than adequate	7	5	4	6
Does not apply/don't know	1	5	20	3
42.7. Backlog*				
More or much more than adequate	36	40	16	36
Adequate	37	40	19	36
Less or much less than adequate	17	11	4	14
Does not apply/don't know	11	10	61	11

Q.43. Narrative comment: examples of inadequacies in any of the areas listed in Q.42.

Q.44. Six performance indicators (1) used to measure employees' work, and (2) employees' confidence in them:

44.1. Indicators used				
Cost	8	8	7	8
Efficiency	78	75	63	76
Quality	96	90	86	94
Timeliness	96	89	91	93
Quantity/volume	92	86	35	88
Backlog*	69	71	18	68
44.2. Degree of confidence employees have in the six performance indicators used to measure their work (for those who said the indicator is used):				
1. Cost				
Great or very great confidence	42	28	25	33
Moderate confidence	35	48	38	36
Some or little confidence	23	24	38	21
2. Efficiency*				
Great or very great confidence	34	38	46	35
Moderate confidence	40	43	40	40
Some or little confidence	26	19	14	23
3. Quality*				
Great or very great confidence	41	42	53	41
Moderate confidence	36	34	33	35
Some or little confidence	23	24	14	23
4. Timeliness				
Great or very great confidence	36	40	49	37
Moderate confidence	38	39	34	38
Some or little confidence	26	22	17	24
5. Quantity/volume				
Great or very great confidence	36	41	29	37
Moderate confidence	35	36	38	35
Some or little confidence	29	24	33	26
6. Backlog				
Great or very great confidence	26	32	27	28
Moderate confidence	45	43	36	43
Some or little confidence	30	25	38	27

V. Training and developemnt

Q.45. Number of formal agency-paid training courses, inside and outside of SSA, attended in the last year:

None	58	64	12	59
One	27	19	13	24
Two	10	8	15	9
Three	3	5	15	4
Four or more	2	3	45	4

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	CR&SR	Other operations	Computer specialist	Total
Q.46. Number of informal staff training sessions attended in the last year:				
None	8	18	40	13
One to three	10	31	39	19
Four to six	11	17	12	13
Seven to 10	11	9	6	10
Over 10	59	25	2	45
Q.47. Extent to which opportunities exist for employees to receive agency- paid, job-related training from (1) SSA and (2) other sources:				
47.1. From SSA*				
Great or very great extent	9	6	53	9
Moderate extent	17	12	26	15
Some, or little or no extent	58	63	21	59
Don't know	16	18	1	16
47.2. From other than SSA*				
Great or very great extent	5	5	27	5
Moderate extent	11	5	23	9
Some, or little or no extent	55	53	44	53
Don't know	30	37	6	31
Q.48. The most frequent basis for determining which individuals receive training in SSA:*				
Based on unit needs	29	23	22	26
Based on new legislation	32	18	1	25
Based on future technical needs	3	11	14	7
Based on individual needs	8	11	32	10
Other	9	7	11	8
Don't know	18	25	16	21
Q.49. Amount of training employees received in the last year in three areas:				
49.1. Training to develop career potential				
Somewhat more, or much more than needed	3	2	2	3
An appropriate amount	24	27	47	25
Somewhat less, or much less than needed	58	61	45	57
Do not need training	16	10	6	13
49.2. Training to improve job performance*				
Somewhat more, or much more than needed	8	5	4	6
An appropriate amount	58	49	61	54
Somewhat less, or much less than needed	30	35	30	31
Do not need training	4	11	6	7
49.3. Training to be able to perform the job*				
Somewhat more, or much more than needed	7	6	5	7
An appropriate amount	64	50	58	58
Somewhat less or much less than needed	23	31	29	26
Do not need training	6	13	8	9
Q.50. Overall quality of training received the past year in SSA:				
More or much more than adequate	16	10	28	14
Adequate	60	60	50	59
Less or much less than adequate	25	30	22	27
VI. Instructions and guidance				
Q.51. Adequacy of written procedures, guidelines, and/or instructions received to accomplish job:*				
More or much more than adequate	15	19	11	16
Adequate	61	61	59	61
Less or much less than adequate	24	20	30	23

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	CR&SR	Other operations	Computer specialist	Total
Q.52. Timeliness of SSA notification of changes in administrative or operational policies and procedures that affect employees' work:*				
Somewhat or very early	9	11	5	. 9
Generally on time	55	51	48	52
Somewhat or very late	37	39	47	37
Q.53. Whether employee uses the Program Operations Manual System (POMS) on the job:				
Yes	99	71	8	85
No	1	28	92	15
Q.54. Five problems (1) that the POMS has and (2) the extent of these problems (for those that use POMS per Q.53):				
54.1. Problems with POMS				
Too frequent changes	74	69	33	72
Unclear, inconsistent, ambiguous instructions	78	65	81	74
Changes which require supplemental instructions	82	78	48	81
Instructions not given on time	53	51	48	52
Too much material to manage and implement	77	71	43	75
54.2. Extent to which five problems exist in POMS (for those who said they used POMS and also said the problem exists):				
1. Too frequent changes				
Great or very great extent	52	45	17	48
Moderate extent	29	34	67	29
Some, or little or no extent	20	22	17	20
2. Unclear, inconsistent, ambiguous instructions				
Great or very great extent	34	41	25	35
Moderate extent	32	31	38	31
Some, or little or no extent	34	28	38	32
3. Changes which require supplemental instructions				
Great or very great extent	32	39	30	33
Moderate extent	35	30	20	33
Some, or little or no extent	33	31	50	31
4. Instructions not given on time				
Great or very great extent	24	31	60	26
Moderate extent	31	28	20	29
Some, or little or no extent	45	41	20	43
5. Too much material to manage and implement				
Great or very great extent	57	45	38	52
Moderate extent	24	29	50	25
Some, or little or no extent	19	26	13	20
VII. Performance appraisal				
Q.55. Whether unit uses standards to measure employee's work performance:				
Yes	89	86	44	86
No	6	4	38	6
Don't know	5	9	17	7
Q.56. Extent to which generic job tasks (GJTs) accurately reflect the work the employee does in the unit:				
Great or very great extent	34	38	26	35
Moderate extent	38	31	34	35
Some, or little or no extent	27	30	37	28
Not applicable/do not use GJTs	2	2	4	2
Q.57. Whether employee is required to work under written performance standards in the current position:				
Yes	84	80	42	81
No	5	6	35	6
Don't know	10	13	23	12

(continued)

**Appendix II
Results of Employees' Questionnaire Survey**

	CR&SR	Other operations	Computer specialist	Total
Q.58. Types of performance standards employees work under (for those who said they had them):				
Cost	5	5	4	5
Efficiency	62	61	58	62
Quality*	86	86	83	86
Timeliness*	84	76	79	81
Quantity/Volume	72	81	24	75
Q.59. Degree to which employee's job performance standards are realistic:*				
Somewhat, or very realistic	64	56	67	60
Borderline	21	21	26	21
Somewhat, or very unrealistic	15	23	7	18
Q.60. Extent to which employee's performance appraisal presented a fair and accurate picture of actual job performance:				
Great or very great extent	46	42	50	44
Moderate extent	34	32	30	33
Some, or little or no extent	17	21	14	18
Not applicable/have not received appraisal	3	5	6	4
Q.61. Narrative comment: employees' reasons for indicating (in Q.60.) that their appraisals presented a fair and accurate picture of job performance to some, or little or no extent:				
Q.62. Whether employees received copy of their GJT for their current rating period:*				
Yes	93	92	82	93
No	3	4	12	4
Don't know	1	4	4	2
Q.63. Extent to which employees received verbal or written feedback from supervisors on their job performance:				
Great or very great extent	43	44	37	43
Moderate extent	33	29	32	31
Some, or little or no extent	24	27	31	25
VIII. Automation				
Q.64. Extent to which employees' units use computers in six areas:				
64.1. Claims processing*				
Great or very great extent	64	65	14	63
Moderate extent	8	8	1	8
Some, or little or no extent	4	15	2	8
Does not apply	24	13	83	21
64.2. Word processing*				
Great or very great extent	7	42	39	21
Moderate extent	9	7	13	8
Some, or little or no extent	44	23	20	34
Does not apply	40	29	29	35
64.3. Handling post-entitlement actions*				
Great or very great extent	76	52	17	64
Moderate extent	10	8	1	9
Some, or little or no extent	10	17	3	12
Does not apply	4	23	80	14
64.4. Management information*				
Great or very great extent	20	25	37	22
Moderate extent	13	11	16	12
Some, or little or no extent	22	21	24	22
Does not apply	45	43	23	42
64.5. Managing workloads*				
Great or very great extent	19	34	21	24
Moderate extent	17	14	14	16
Some, or little or no extent	33	21	32	28
Does not apply	32	32	34	31

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**Appendix II
Results of Employees' Questionnaire Survey**

	CR&SR	Other operations	Computer specialist	Total
64.6. Writing programs/developing software				
Great or very great extent	1	6	75	5
Moderate extent	2	3	5	2
Some, or little or no extent	26	21	7	23
Does not apply	71	71	13	68
Q.65. Extent to which the computer assists employees in processing (1) claims and (2) post-entitlement actions:				
65.1. Processing claims*				
Great or very great extent	71	69	12	67
Moderate extent	5	7	0	5
Some, or little or no extent	5	14	8	9
Does not apply	20	11	80	18
65.2. Processing post-entitlement actions*				
Great or very great extent	84	54	17	69
Moderate extent	9	6	0	7
Some, or little or no extent	5	17	8	10
Does not apply	3	23	76	13
Q.66. Whether the SSA computer system has helped those employees who handle post-entitlement actions:				
Helped or greatly helped	90	49	16	70
Neither helped nor hindered	3	5	1	3
Hindered or greatly hindered	2	1	0	1
Do not handle post-entitlement actions/not applicable	6	46	83	23
Q.67. Extent to which employees use computers for their jobs:*				
Great or very great extent	75	53	82	66
Moderate extent	17	18	9	17
Some, or little or no extent	8	30	10	17
Q.68. Extent to which employees played a role in identifying unit workload requirements that should be automated:*				
Great or very great extent	3	6	21	4
Moderate extent	8	8	13	8
Some, or little or no extent	63	55	35	58
Not applicable	27	31	32	28
Q.69. Extent to which (1) the unit and (2) SSA is using computers to help employees on the job:				
69.1. The unit*				
Great or very great extent	65	53	76	60
Moderate extent	17	21	8	18
Some, or little or no extent	15	19	15	16
Don't know	3	8	2	5
69.2. SSA*				
Great or very great extent	64	60	72	62
Moderate extent	20	17	12	18
Some, or little or no extent	10	11	12	10
Don't know	7	12	5	8
Q.70. Extent to which it would be useful to automate procedures and processes currently done manually:*				
Great or very great extent	65	43	27	54
Moderate extent	16	19	14	17
Some, or little or no extent	15	26	48	20
Don't know	4	12	11	7
Q.71. Extent to which SSA has demonstrated to employees that it has taken advantage of advances in computer technology to help them do their jobs better:*				
Great or very great extent	27	33	46	30
Moderate extent	33	30	29	32
Some, or little or no extent	38	29	24	34
Not applicable	2	9	1	5

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**Appendix II
Results of Employees' Questionnaire Survey**

	CR&SR	Other operations	Computer specialist	Total
Q.72. Whether in the past year the SSA computer system, overall, has helped employees' work at SSA:				
Great or very great extent	91	80	80	86
Moderate extent	6	9	14	8
Some, or little or no extent	2	4	3	3
Don't know	1	7	3	3
Q.73. Extent to which SSA computer system has improved in the last 3 years:*				
Great or very great extent	39	36	53	38
Moderate extent	34	23	17	29
Some, or little or no extent	21	16	14	18
Don't know	6	26	16	14
Q.74. Functions which should be either automated or any existing automation improved:*				
Processing initial claims	70	62	24	65
Processing post-entitlement actions	86	53	25	71
SSA operating instructions	66	42	40	55
Workload case management	51	38	29	45
Management information, such as resource allocation system or data on timeliness	43	37	53	41
IX. Organizational environment				
Q.75. Extent to which SSA's policies, methods, or procedures have been changed to improve unit operations:*				
Great or very great extent	7	14	9	10
Moderate extent	33	26	16	30
Some, or little or no extent	56	50	59	53
No opinion	4	11	16	7
Q.76. Whether employees ever submitted a suggestion to SSA's employee suggestion program:				
Yes	37	25	25	32
No	61	73	75	66
Can't recall	2	2	1	2
Q.77. Reactions to suggestions employees submitted (for those who indicated in Q.76 that they had submitted them):				
Suggestion(s) was implemented	13	10	16	12
Suggestion(s) was initially rejected, but later implemented	9	11	5	10
Suggestion(s) was rejected and never implemented	56	53	54	55
Do not know status of suggestion(s)	8	19	11	12
Other	14	7	14	12
Q.78. Whether SSA's suggestion program, overall, has been effective in encouraging employees to submit ideas:*				
Probably or definitely yes	37	43	44	39
Undecided	23	30	33	26
Probably or definitely no	40	27	24	34
Q.79. Extent to which employees understand their roles in their units:				
Great or very great extent	85	83	69	83
Moderate extent	12	11	21	12
Some, or little or no extent	4	5	10	4
No opinion	0	1	1	0
Q.80. Overall effect that SSA executive level management decisions had on the employees' on-the-job performance:*				
Generally or significant positive effect	27	29	21	27
Neither positive nor negative effect	42	47	41	44
Generally or significant negative effect	24	14	31	20
Don't know	7	10	8	8

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	CR&SR	Other operations	Computer specialist	Total
Q.81. Nature of union influence on six job-related factors:				
81.1. Job performance*				
Generally or significant positive effect	11	21	2	14
Neither positive nor negative effect	55	40	60	48
Generally or significant negative effect	8	5	4	7
No opinion	27	34	34	30
81.2. Job security				
Generally or significant positive effect	24	29	14	25
Neither positive nor negative effect	46	33	50	41
Generally or significant negative effect	3	5	3	4
No opinion	27	34	33	29
81.3. Workload*				
Generally or significant positive effect	13	13	2	13
Neither positive nor negative effect	54	47	62	50
Generally or significant negative effect	7	5	3	6
No opinion	27	36	33	30
81.4. Salary*				
Generally or significant positive effect	14	16	11	14
Neither positive nor negative effect	53	43	54	48
Generally or significant negative effect	6	7	4	6
No opinion	27	34	32	29
81.5. Benefits*				
Generally or significant positive effect	18	23	14	20
Neither positive nor negative effect	50	39	48	44
Generally or significant negative effect	7	6	5	6
No opinion	26	33	32	28
81.6. Job satisfaction*				
Generally or significant positive effect	8	17	2	11
Neither positive nor negative effect	55	43	60	49
Generally or significant negative effect	9	7	5	8
No opinion	29	33	34	29
Q.82. Nature of unit morale				
Generally or very high morale	20	17	31	19
Neither high nor low morale	28	27	29	27
Generally or very low morale	52	55	40	53
No opinion	0	2	0	1
Q.83. Reasons for low unit morale (for those who said morale low in Q.82):				
Lack of stable leadership in SSA*	31	26	65	30
Increasing technological changes*	15	22	7	17
Expectation of a reduction-in-force*	31	41	27	35
Poor supervision in unit	34	37	30	35
Poor management in unit	33	30	41	32
Poor promotion potential*	56	72	67	63
Necessary training not available*	19	27	34	22
Uncertainty as to future of unit*	16	25	53	20
Uncertainty as to future of job*	17	37	36	26
Uneven workload distribution*	52	41	30	47
Too much emphasis on measures such as timeliness, productivity, etc.*	60	55	8	56
Not enough emphasis on employee development*	57	52	35	54
Other*	38	22	30	32

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Results of Employees' Questionnaire Survey**

	CR&SR	Other operations	Computer specialist	Total
Q.84. Extent to which SSA gives consideration to the human factors, such as fear of change and the concern of affected staff, prior to making major organizational or operational changes:				
Great or very great extent	9	10	5	9
Moderate extent	21	15	9	18
Some, or little or no extent	63	63	79	63
Don't know	6	12	7	8
Q.85. Extent to which support (tools, training, equipment, etc.) that SSA has provided employees matches the performance expected of employees:				
Great or very great extent	18	19	22	18
Moderate extent	39	41	42	39
Some, or little or no extent	43	40	36	41
Q.86. Extent to which employees are allowed to communicate and coordinate their work with those outside their group when they feel it is necessary:*				
Great or very great extent	53	44	73	50
Moderate extent	26	25	16	25
Some, or little or no extent	21	31	11	24
X. Overall opinion of job and agency				
Q.87. Degree of SSA management's responsiveness to employee units' needs for new equipment, information, requests for decisions, etc.:				
Generally or very responsive	51	48	39	49
Neither responsive nor unresponsive	23	19	20	21
Generally or very unresponsive	23	20	34	22
Don't know	3	13	7	7
Q.88. Extent to which influences outside of SSA (HHS, Congress, OMB) have affected employees' job satisfaction:*				
Great or very great extent	37	23	29	31
Moderate extent	20	17	20	19
Some, or little or no extent	37	46	45	40
Do not know	6	14	6	9
Q.89. Employees' overall satisfaction with 13 job-related items:				
89.1. The work itself				
Generally or very satisfied	83	82	87	81
Neither satisfied/ dissatisfied	10	12	8	10
Generally or very dissatisfied	8	6	5	7
89.2. The pay*				
Generally or very satisfied	52	43	68	49
Neither satisfied/ dissatisfied	12	12	14	12
Generally or very dissatisfied	36	44	18	39
89.3. The hours worked				
Generally or very satisfied	81	86	88	81
Neither satisfied/ dissatisfied	11	8	8	9
Generally or very dissatisfied	9	7	4	8
89.4. The coworkers				
Generally or very satisfied	82	81	88	80
Neither satisfied/ dissatisfied	13	15	9	14
Generally or very dissatisfied	5	4	4	5
89.5. The way the unit is managed*				
Generally or very satisfied	57	58	63	56
Neither satisfied/ dissatisfied	21	21	17	20
Generally or very dissatisfied	23	22	20	22

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Results of Employees' Questionnaire Survey**

	CR&SR	Other operations	Computer specialist	Total
89.6. The job classification*				
Generally or very satisfied	61	52	65	57
Neither satisfied/ dissatisfied	24	24	28	23
Generally or very dissatisfied	16	24	7	18
89.7. Career progression*				
Generally or very satisfied	42	30	46	37
Neither satisfied/ dissatisfied	26	23	22	24
Generally or very dissatisfied	32	47	31	37
89.8. The chances for advancement in the future*				
Generally or very satisfied	26	25	29	26
Neither satisfied/ dissatisfied	28	20	26	25
Generally or very dissatisfied	46	55	46	49
89.9. The direction the agency is taking*				
Generally or very satisfied	36	31	33	33
Neither satisfied/ dissatisfied	40	45	39	41
Generally or very dissatisfied	24	24	28	24
89.10. The level of automation in the agency*				
Generally or very satisfied	59	49	65	54
Neither satisfied/ dissatisfied	23	37	23	28
Generally or very dissatisfied	18	15	12	16
89.11. SSA's mission				
Generally or very satisfied	64	62	62	61
Neither satisfied/ dissatisfied	32	35	35	32
Generally or very dissatisfied	4	3	3	4
89.12. Management concern for employees				
Generally or very satisfied	29	28	24	28
Neither satisfied/ dissatisfied	28	27	31	27
Generally or very dissatisfied	43	45	45	43
89.13. Management use of measurement of statistics				
Generally or very satisfied	28	25	14	26
Neither satisfied/ dissatisfied	39	44	67	41
Generally or very dissatisfied	34	31	20	32
Q.90. Narrative comment: reasons for dissatisfaction with any item(s) in Q.89.				
Q.91. The one management or operations change employees would make:*				
Improve automation of claims processing	9	5	2	7
Improve automation of post-entitlement actions	11	2	1	7
Improve automation of other activities, such as management information	0	1	4	1
Improve training and development	13	16	13	14
Improve performance measurement system (quality, timeliness, etc.)	5	8	4	6
Enhance promotional opportunities	13	28	29	19
Improve operations manual	8	5	1	7
Increase emphasis on aspects related to service to public	8	5	4	7
Increase flexibility of work hours	13	8	5	11
Improve performance appraisal system	5	9	10	6
Other	9	3	19	7
Q.92. Extent to which SSA overall, has shown a commitment to providing a favorable work environment for employees:				
Great or very great extent	16	17	20	17
Moderate extent	43	36	40	40
Some, or little or no extent	41	47	40	43
Q.93. Narrative comment: optional comments on questionnaire or any of the questions:				

*Differences in responses over all three components are statistically significant.

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