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U.S. Air Force Laboratory Civilian Personnel Demonstration Project: Pre-Implementation Internal Evaluation Report

Volume I - Description and Analysis

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Summary

This is the first in a series of annual reports documenting the internal evaluation of the Air Force laboratory personnel demonstration project (LabDemo). The U.S. Office of Personnel Management (OPM) is conducting an external evaluation of this and the other service lab demonstration projects -- the internal evaluation is intended to complement and supplement OPM's evaluation. This report covers the 2½ year planning period from the inception of LabDemo in August 1994 to its implementation in March 1997. Volume II of this report contains the evaluation data collection instruments and data displays referenced in this volume.

The internal evaluation is being conducted by an Integrated Product Team (IPT) of Air Force Materiel Command (AFMC) scientists and engineers (S&Es) supported by a contractor, SRA International. The evaluation period will last for five years. Future annual evaluation reports will be published by the Air Force in or around June of 1998-2002.

The Department of Defense (DoD) laboratory demonstration is authorized by Public Law 103-337 (FY95 Defense Authorization Act). This law permits demonstration projects "generally similar in nature to China Lake" in 24 DoD research laboratories designated as reinvention labs[1]. The demonstrations are intended to give laboratory managers more authority and flexibility in managing their civilian personnel. The intermediate goal is a more capable and motivated workforce; the ultimate goal is improved scientific quality, performance, and customer satisfaction. By freeing lab managers from some of the rigid Title 5 civil service system rules and regulations, it is hoped that the DoD labs can better attract and retain world-class scientific talent, who can help the U.S. military maintain technological superiority in spite of budget and manpower reductions.

LabDemo consists of a set of specific personnel system changes (called interventions) designed to streamline processes and empower managers. In August and September of 1994 a "Tiger Team" developed the vision for LabDemo and recommended specific areas for improvement. Upon approval of the initial concept, ten IPTs were chartered to develop and staff specific interventions. Sixteen interventions survived the review and approval process at AFMC, Air Force headquarters, DoD, OPM, and Congress. Air Force LabDemo was first publicly proposed in the *Federal Register* in May 1996. After several changes and refinements based on public feedback, the final LabDemo program was announced in the *Federal Register* in November 1996 -- implementation took place on 2 March 1997.

LabDemo affects approximately 2,700 civilian S&Es in General Schedule (GS) grades 7 through 15 in 40 different job series assigned to the four Air Force "superlabs" at 17 locations. The centerpieces of LabDemo are broadbanding and a Contribution-based Compensation System (CCS). The seven GS grades (7, 9, 11, 12, 13, 14, and 15) are collapsed into four broad pay bands to facilitate pay progression and allow for more competitive recruitment. The standard GS grade and step progression system is replaced by a process that directly links annual pay

[1] China Lake refers to an earlier civilian personnel demonstration project conducted by the Navy that has now been made a permanent personnel system.

adjustments to each employee's assessed level of contribution to the lab's mission, as measured by scores on six different factors. Pay is linked to contribution via a "Standard Pay Line" that is inflated each year to reflect the congressionally-authorized general increase in the cost of labor.

The law requires that OPM evaluate all of the DoD laboratory demonstrations to support permanent legislative changes and to assess the potential value of the interventions for other government agencies. Because there will eventually be 24 labs conducting demonstrations, OPM's evaluation will of necessity be high-level and primarily summative in nature. The Air Force has chosen to supplement OPM's external evaluation with an internal evaluation that will focus in more detail on refining and assessing the specific Air Force interventions. While there will be an internal summary evaluation at the end of the 5-year period, the primary focus of the Air Force evaluation is formative in nature.

OPM used a general demonstration project model to develop a more detailed intervention impact evaluation model specifically for the DoD lab demonstrations. This model lists the categories of interventions (e.g., broadbanding) that will probably be common across the 24 laboratory demonstrations. Under each category, the model lists the effects expected to result from the intervention (e.g., increased organizational flexibility), measures of each expected effect (e.g., perceived flexibility), and sources of data to quantify each measures (e.g., attitude survey). The Air Force internal evaluation team expanded this model to include all LabDemo interventions.

The specific sources of data that will be used to evaluate LabDemo are described in detail in this report. The two primary sources are periodic attitude surveys and annual workforce personnel data files. Both of these have been baselined with pre-implementation data, the results of which are also described in this report. Other evaluation data sources include focus groups, interviews, personnel office records, site histories, and post-training questionnaires. An extensive evaluation of the pre-implementation training delivered to the LabDemo workforce in February 1997 is contained herein.

In addition to measuring intermediate outcomes (i.e., personnel system changes), both OPM and the Air Force will attempt to measure ultimate outcomes (i.e., lab effectiveness). This will undoubtedly be the most problematic aspect of the evaluation for several reasons. First, there are no universally accepted measures of research lab effectiveness. DoD labs are engaged in the full range of research activity from basic principle discovery to product design and engineering, activities with very different goals and measures of merit. Second, other factors such as budgets and facilities that are outside the control of LabDemo significantly impact the effectiveness of a laboratory, so it is difficult to establish firm cause-effect relationships that explain variations in effectiveness measures. Third, the research life-cycle can take many years, if not decades, from discovery to application, so personnel system changes made today may not measurably affect overall lab effectiveness until well after the 5-year evaluation period is over; conversely, observed changes in the effectiveness measures during the evaluation period may well be due to system changes that occurred years ago. In spite of these difficulties, the Air Force will define and collect overall lab effectiveness measures and will attempt to correlate them with the LabDemo interventions.

A final, and somewhat unique, evaluation tool described in this report is workforce simulation modeling. The cost of the workforce under LabDemo, compared to what it would cost under the normal civil service system, is of great interest to evaluators and stakeholders. Prior demonstrations have used a control group, a non-demo organization similar in mission and composition to the demo organization, for cost comparisons. This approach, however, is not feasible for LabDemo because virtually all organizations similar in mission and composition to the Air Force labs (i.e., the other DoD labs) are also implementing demonstration projects. As an alternative to a control group, a computer model of the standard civil service personnel processes that affect workforce cost was built. The model "ages" a starting population, person by person, year by year, by simulating separations, gains, promotions, and step increases. In this way estimates of what the workforce would cost if it remained under the standard civil service system can be made throughout the evaluation period.

The model was also modified to simulate the new CCS. It was then used to study alternative CCS configurations and parameter settings and to examine equity issues. The study results are reported in this volume and were used by the LabDemo project office in designing some of the details of CCS.

The next report in this series (June 1998) will contain the first pre- and post-implementation data comparisons and evaluation.

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1. Introduction

1.1 Purpose of Report

This is the first in a series of annual reports documenting the internal evaluation of the Air Force Laboratory Civilian Personnel Demonstration Project, hereafter referred to as LabDemo. The internal evaluation is conducted by an Evaluation Integrated Product Team (IPT) chartered by the LabDemo Project Office (AFMC/STO) and guided by the LabDemo Executive Steering Committee (ESC). The IPT is supported by an evaluation contractor, SRA International. The internal evaluation complements an external evaluation conducted by the U.S. Office of Personnel Management (OPM).

Formal planning for LabDemo began in August 1994 and the project was formally implemented in March 1997. This first annual report documents the entire 2½ year planning and development cycle with particular emphasis on the methodology developed to evaluate LabDemo. The report also describes the status of data collection and baseline data available prior to implementation. Specific data discussed in the report include:

- Characteristics of the workforce covered by LabDemo
- Level of awareness of LabDemo among participants
- Attitudes toward LabDemo among participants
- Participant perceptions concerning the need for LabDemo and its interventions, including differences between supervisors and non-supervisors
- LabDemo training effectiveness ratings

This report focuses exclusively on pre-implementation activities and data to serve as a historical reference on the development of LabDemo and to establish a baseline. Subsequent reports will evaluate the effectiveness of LabDemo interventions through pre- and post-implementation longitudinal comparisons, as well as contemporary comparisons with other groups of government employees.

1.2 Context for LabDemo

Since 1966 more than 19 investigations have focused on perceived deterioration in the quality of Department of Defense (DoD) laboratories, their people, and their products. These studies concluded that the deterioration is due, at least in substantial part, to the erosion of control that laboratory managers have over their human resources. To remedy the situation, the studies universally recommend major reforms in the Civil Service personnel system for DoD laboratories if they are to retain key technical leads in their mission areas.

For example, a Defense Science Board report on the defense technology base (1987) recommended that DoD take immediate positive action to expand the China Lake personnel experiment to encompass all DoD laboratories and all scientists and engineers (S&Es). Later, a Federal Advisory Commission on consolidation and conversion of defense research and development laboratories (1991) stated that removal of obstacles to management authority and

flexibility will provide an environment for greatly improving the productivity and effectiveness of the laboratories. Finally, a Blue Ribbon Panel on Air Force laboratories (1993) recommended that the Air Force begin a serious effort to relieve its laboratories from Civil Service Personnel System constraints.

1.3 Legislation

The Civil Service Reform Act of 1978 (5 USC 47) authorized demonstration projects to be jointly conducted by OPM and selected government agencies to evaluate alternatives to the standard Title 5 laws and regulations governing the management of civilian personnel. Since that time the following demonstrations have been implemented:

- Navy (China Lake): 1980-1994
- Federal Aviation Agency (FAA)-1: 1983-1990
- National Institute of Standards and Technology (NIST): 1988-1996
- Pacer Share (Air Force/Defense Logistics Agency): 1988-1993
- Federal Bureau of Investigation: 1988-1993
- FAA-2: 1989-1994
- United States Department of Agriculture (USDA): 1990-

Of these seven "first-generation" demonstration projects, two have been made permanent (Navy and NIST) and one is still in effect (USDA). Collectively, the projects have made major contributions to personnel management in the federal government, including FEPCA (Federal Employee Pay Comparability Act) and the current National Performance Review (NPR) agenda as it relates to civilian personnel management. To date, the demonstrations have experimented with alternative civilian personnel policies and procedures in the areas of classification, compensation, recruitment, performance appraisal, and separation. The Navy and NIST projects involved movement toward broadbanding in lieu of the traditional civil service grade structure, and pay-for-performance instead of the standard Title 5 grade/longevity pay table. The legislation authorizing these first-generation projects requires formal evaluation by OPM and the agency conducting the demonstration, limits the number of projects and the number of people involved, and imposes a five-year limit on the duration of each project.

A "second-generation" of demonstration projects is now authorized by Public Law 103-337 (FY95 Defense Authorization Act). This law permits demonstration projects "generally similar in nature to China Lake" in 24 DoD research laboratories designated as reinvention labs[2]. Projects under this law require joint approval by the Director of OPM and the Secretary of Defense. The new law places no limits on the number of employees involved in demonstrations or the duration of the projects; however, it does require formal evaluations similar to the first-generation projects.

The goal of the DoD Lab Demonstration program is to improve lab performance, mission accomplishment, and customer satisfaction through improved human resource management

[2] See OPM (1984-1987) for a series of ten reports documenting the results of the China Lake demonstration.

systems, increased management authority, improved management of the R&D workforce, increased workforce quality, and increased satisfaction with personnel services and processes. The intent is not to duplicate the China Lake experiment, but rather to allow each of the Service reinvention labs to tailor a personnel management system to its own unique mission and environment within the context of China Lake's success with broadbanding and pay-for-performance.

There will eventually be 24 laboratories participating in the DoD demonstration program: 16 Army labs, 3 Navy labs, 4 Air Force labs, and 1 DoD lab.

1.4 Development of Air Force LabDemo

Figure 1.1 is a timeline showing the major activities and milestones in the development of LabDemo.

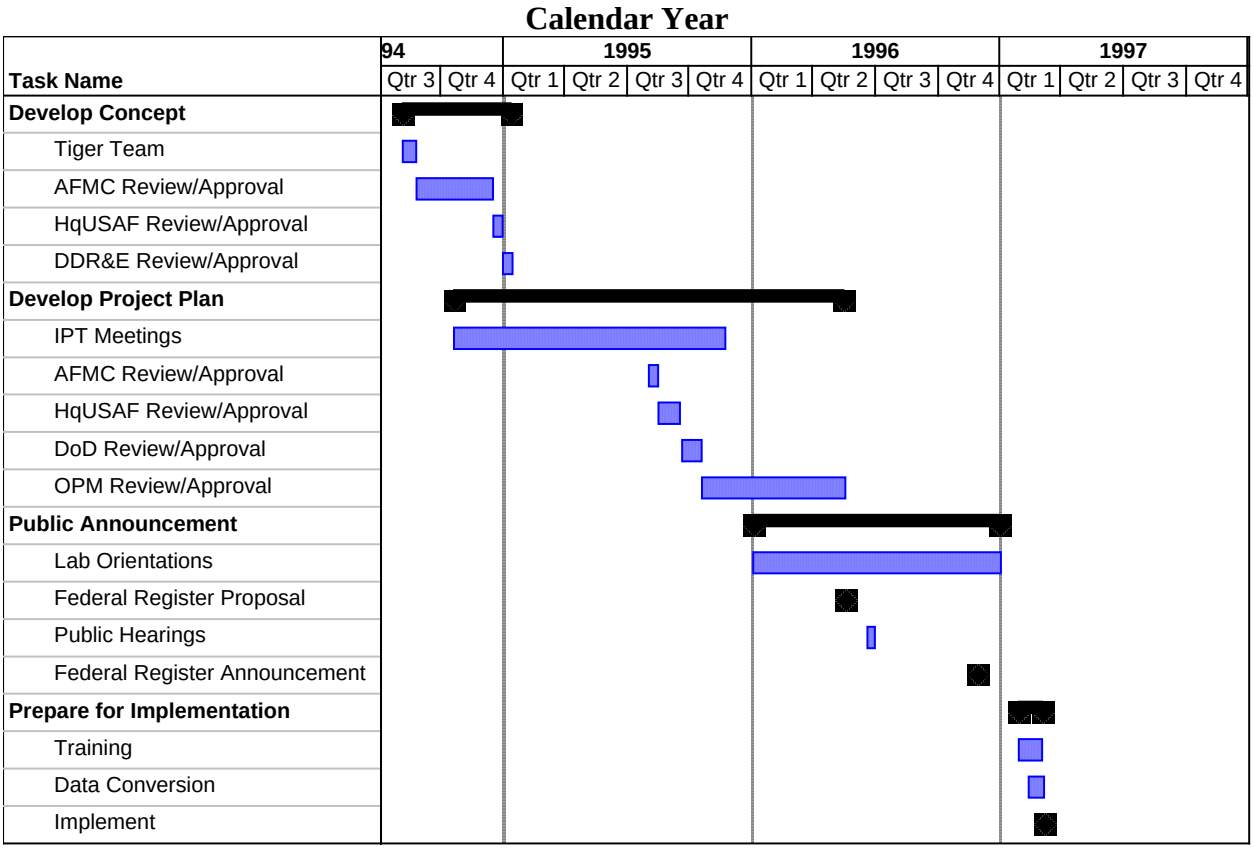

Figure 1.1 Major LabDemo Development Events and Milestones

Anticipating authorization of a DoD-wide laboratory personnel demonstration program for FY95, the Air Force Materiel Command Director of Science and Technology (AFMC/ST) convened a "Tiger Team" in August 1994 to design the overall framework for LabDemo. The team was staffed by scientists and engineers (S&Es) from the four Air Force labs. With the help of Dr. George Abrahamson, Air Force Chief Scientist through June 1994 and LabDemo consultant thereafter, the team produced a LabDemo concept paper that was presented to the four Air Force laboratory commanders/directors in September 1994 and was staffed and approved through

AFMC, Air Force headquarters and the Director of Defense Research and Engineering (DDR&E) during October, November, and December 1994. The concept paper presented the vision, rationale, and interventions proposed to improve management of the laboratory S&E work force. The interventions for LabDemo, as originally conceived by the Tiger Team, are discussed in Section 1.5.

The Tiger Team evolved into a permanent LabDemo Project Office staffed by a personnel specialist and three or four S&Es drawn from the labs on a temporary, rotational basis. An early step taken by the Project Office was establishment of an Integrated Product Team (IPT) composed of S&Es and functional specialists. The first meeting of the IPT was held on 29 November 1994. With the team's help, the Project Office began to design the interventions in detail and to develop supporting implementation procedures. These activities culminated in a detailed project plan, which after review and approval by Hq AFMC, Hq USAF, DoD, and OPM, was published as a *Federal Register* proposal on 15 May 1996. Copies of the LabDemo proposal were printed for all S&E participants and were distributed on 21 May.

As required by law, public hearings on the proposal were then held at each of the four labs as follows:

- Rome Lab, Rome, NY - 18 June
- Wright Lab, Dayton, OH - 21 June
- Armstrong Lab, San Antonio, TX - 26 June
- Phillips Lab, Albuquerque, NM - 27 June

Nineteen speakers commented on LabDemo at the four hearings and 50 letters were received by OPM. The issues raised during the hearings and the public comment period were addressed in the final *Federal Register* announcement published on 27 November 1996.

From its formation in August 1994 through the end of that year, the Project Office began the process of familiarizing S&Es about LabDemo. The Project Office disseminated orientation information to the four labs through the normal staff meeting process, starting with AFMC/ST and flowing down to the labs, their directorates, and divisions.

From January 1995 through March 1996 the Project Office presented 25 "Roadshow" briefings and discussions with S&Es in all four labs at nine locations. In January 1996 a detailed scripted briefing on LabDemo was distributed to the four labs with instructions that it be presented to all lab supervisors and managers before the end of February. The Project Office also published the first LabDemo newsletter in January 1995; ultimately seven were published prior to implementation. The newsletters were distributed to the S&E workforce through normal mail channels, via email, and on a World-Wide Web homepage.

The Project Office used the LabDemo homepage to disseminate a variety of additional information to S&Es, for example, the original concept paper, listings of IPT members and other key points of contact, the *Federal Register* announcements, the LabDemo Operating Guide, commonly asked questions (and answers), and the scripted briefing for employees. From

December 1995 through November 1996 over 11,400 documents were downloaded from the web site. (http://stbbs.wpafb.af.mil/STBBS/labs/personnel-demo)

In addition to the internal awareness and orientation efforts of the Project Office, there were also mentions of LabDemo in the open press. On 3 June 1996 there was an article in the *Federal Times* (page 8) on LabDemo, and on 10 February 1997 an article on LabDemo appeared in *USA Today*, based on an interview with the LabDemo Project Manager.

To supplement the orientation activities conducted by the Project Office, each lab began in 1996 to conduct its own orientation program to familiarize S&Es with LabDemo interventions and procedures. Each lab appointed an "implementer" responsible for preparing the lab and its workforce for LabDemo. The following is a summary of orientation activities conducted by the individual labs:

Armstrong Lab (AL): In March 1996 the lab director presented the standard scripted LabDemo briefing to approximately 100 S&Es (military and civilian), including supervisors. This was followed in April 1996 with a series of video presentations of the same briefing to lab employees who did not attend the "live" presentation. The lab implementer presented four briefings during the period March-May 1996 to various organizations within the lab. On 26 July 1996 he presented an update on LabDemo to all of the lab S&Es at Brooks AFB.

Phillips Lab (PL): During February 1996, the standard LabDemo scripted briefing was presented 14 times by the lab commander and several of his directors and division chiefs. In addition, the PL implementer created a web site and a series of newsletters dedicated to LabDemo. From May to October 1996 eight newsletters were posted on the web site, and email notices of the first four were sent to every PL employee. In addition, the lab implementer developed a series of briefings called "LabDemo 101/102/103" which he presented to various audiences within the lab on six occasions from July through November 1996. He also conducted two telephone surveys of lab S&Es to better gauge their awareness of and attitudes toward LabDemo. The first survey was done in June 1996 (77 S&Es) and the second was done in August (109 S&Es and 41 supervisors). Results of the surveys were summarized in a briefing in September 1996.

Rome Lab (RL): During February 1996 senior managers presented the LabDemo scripted briefing on five occasions. In May 1996 the implementer conducted briefings in four directorates to update S&Es on the status of LabDemo. In June 1996 the RL implementer established a LabDemo home page containing copies of the Project Office newsletters, minutes of meetings, and briefings. On 26 September 1996 he presented a LabDemo progress briefing to all RL civilian supervisors at a Commander's Call.

Wright Lab (WL): During February and March 1996 the standard LabDemo orientation scripted briefing was give to ten different groups within Wright Lab by various senior lab leaders -- all lab personnel received the briefing at least once. Updates on LabDemo status were also provided at a Director's Call and a division meeting in May 1996. Information from the May *Federal Register* announcement was posted to the Wright Lab web site on 17 May 1996; the public comment period and public hearing information was also announced on the web site in June

1996. Three articles were published in the Wright-Patterson AFB newspaper (the *Skywriter*), two in May on LabDemo and the public hearings, and one in June on specific interventions.

Prior to implementation of Lab Demo on 2 March 1997, the Project Office augmented the informal orientation activities, which had been in progress since 1994, with formal training for S&Es and their supervisors on the final approved interventions. These interventions are discussed in Section 1.6. Information is also given concerning how the final interventions differ from those originally proposed by the Tiger Team (see Section 1.5). The training for the S&Es consisted of two components: a written manual and a session of video presentations reviewing the background of LabDemo, the rationale and philosophy for the innovations in the personnel management system, and details concerning the implementation of the interventions, beginning with procedures to convert employees from the Title 5 to the LabDemo system.

1.5 Proposed Interventions

The following are excerpts from the original concept paper prepared in August 1994 describing the Tiger Team's vision for LabDemo and the specific interventions recommended to achieve that vision:

The Air Force laboratory demonstration concept vision is:

> *An integrated laboratory-directed system to manage our people in an efficient, simple, responsive manner to ensure technological pre-eminence for U.S. Air and Space Forces.*

There are four major areas of change around which the innovations can be grouped. The first area is laboratory-controlled rapid hiring. Interventions in this category include:

- Exemption from Career Program Placement for Non-Supervisor and Non-Manager Positions
- Internal Merit Promotion System for S&E Candidates
- Direct Hire Authority
- Relief from DOD Priority Placement Program (Internal Actions)
- Laboratory Direct Announcement/Application Process

The second area is the creation of a contingent employee category. The contingent employee authority allows for hiring without the commitment for permanent employment.

Third is a major change in the method of appraisal and compensation. The interventions in this category are:

- Contribution-Based Compensation System
- New Lab Managed Classification System
- Broadbanding
- Process for Contribution-based Reduction in Pay or Removal
- Delegate FEPCA Authority to Lab Director and Expand Limits

Fourth is the lifting of those restrictions that impede the ability of the lab director to match the lab work force to its mission. Among these are:

- Managing zero balance transactions on the Unit Manning Document
- Determine/Approve Changes to Organizational Structure at 3-Letter Level and Below

These and the other interventions proposed by the Tiger Team are described below within the context of the following human resources life-cycle model:

- **Acquisition -** Acquiring and placing the best people to fulfill mission requirements.
- **Sustainment -** Developing, motivating and equitably compensating the work force, based on contribution to the mission.
- **Separation -** Effectively managing work force turnover to promote and maintain organizational excellence.
- **Resource Allocation -** Using a simplified, lab-centered process to best meet lab human resources strategy.

These interventions are tightly integrated and each contributes uniquely to the overall goal of returning work force control and flexibility to the laboratory commanders and their managers[3].

Air Force laboratories are often involved in research in highly specialized areas of technology which require uniquely talented and experienced S&Es. Due to a variety of reasons, the labs are often unable to attract these specialists and hire them in a timely manner. In many cases the pay structure of the civil service system is too rigid and not competitive with local market conditions. The hiring process is slow and arduous due to the many programs, reviews, and screenings/ranking steps, which do not always yield suitable candidates for laboratory S&E positions. High ranking appointment authority also adds to hiring delays. It is of paramount importance to the labs that they be given the ability to identify, entice, compete for, and acquire uniquely talented S&Es in a significantly reduced period of time. The interventions proposed to improve the **acquisition** of high-quality S&Es are as follows:

Delegate Federal Employee Pay Comparability Act (FEPCA) Authority to Lab/CC and Expand Limits: At present, FEPCA authority is delegated to the center commanders. This intervention delegates the authority to set pay and grant bonuses to the laboratory commander/director. Where limits are expanded, appropriate documentation to support FEPCA authority will be provided. (Waiver Level: DOD)

Exemption From Career Program Placement: Career programs will be considered optional recruitment sources for non-supervisory positions within the lab. Management

[3] The LabDemo Project Office also requested exemption from high-grade controls, exclusion of temporary hires from Full-Time Equivalent (FTE) allocations, and exemption from hiring freezes. While none of these were approved, some relief was granted. Under LabDemo the Air Force labs are allowed to exceed their FTE allocations by up to two percent, and are allowed a nine-month grace period from the inception of a hiring freeze.

will continue to fill supervisory positions through career programs. (Waiver Level: Air Force)

Internal Merit Promotion System for S&E Candidates: Presently, every fill action requires an analysis of job requirements, assessment of qualifications against narrow standards, and the ranking of candidates. This intervention would place the authority and responsibility for determining the screening and ranking criteria for covered positions with laboratory management. (Waiver Level: Air Force)

Direct Hire Authority (All Grades and Series): Direct Hire Authority is currently available for select series only. This intervention would expand that authority to all demonstration positions. The participating laboratories may directly appoint individuals to positions. Appropriate recruitment methods and sources will include those that are likely to yield candidates with knowledge, skills, and abilities sufficient to perform the duties of the position. Recruitment methods and sources used must be able to identify disabled individuals or members of protected groups in order to facilitate the attainment of a quality work force, reflective of society. (Waiver Level: Demo Authority)

Relief From DOD Priority Placement Program (Internal Actions): Presently, registrants from the Priority Placement Program are placed on vacancies (where qualified) before internal candidates can be considered. This intervention would modify this by allowing consideration of internal candidates for vacancies before placement of a Priority Placement Program registrant. In this way, managers are free to reassign and promote fully qualified individuals who are already familiar with the laboratory. (Waiver Level: DOD)

Lab Direct Announcement/Application Process: This intervention is intended to speed the recruitment process. Announcements will be issued using the technological advances available today (e.g., Internet). Applications submitted will be reviewed in light of laboratory developed qualification and ranking criteria. (Waiver Level: Demo Authority)

Reduce to Two Types of Appointment Authority (Permanent and Contingent): The diverse number of appointment authorities in the current system restrict management's ability to rapidly respond to shifting mission requirements. The proposal is to reduce the number of appointment authorities to two - permanent and contingent. The permanent hiring authority will allow commanders to hire directly to continuing positions. The contingent hiring authority allows for rapid recruitment and appointment without the commitment for continued employment. To make the contingent appointment authority more attractive, consideration will be given to inclusion of some employee benefits. (Waiver Level: Demo Authority)

A number of problems exist in sustaining a quality Air Force S&E work force. The current incentive awards system provides inadequate tools for motivating the entire work force. Quality Air Force laboratory S&Es are often de-motivated and difficult to retain in part because the current compensation and bonus system appears to treat employees equally independent of their level of performance (or non-performance) and contributions to the laboratory mission.

Promotions are rigidly tied to narrow grade levels with additional high-grade restrictions limiting management decision authority. Promotions through the ranks of the current GS grade levels and other reclassification efforts are cumbersome to the personnel system and time consuming to both the managers and personnel specialists. Frequently lengthy position descriptions are required to justify the narrow grade and series distinctions. The current system thus contributes to high overhead costs and is a source of frustration for supervisors and non-supervisors alike. The interventions proposed to improve the **sustainment** of high-quality S&Es are as follows:

Delegate Award Approval Authority to Laboratory Commander: This proposal allows managers the flexibility to reward employees without the requirement to accomplish a formal appraisal. Employees may be recognized for significant achievements, individually or as a group. Increased team and peer awards will be seriously considered in re-energizing the entire awards system. Awards will be de-linked from the annual contribution assessment cycle. (Waiver Level: Air Force)

Delegate "1-in-10" Waiver to Labs: The "1-in-10" provision is a training payback formula which restricts opportunities for training in non-government facilities to one year during each ten years of service. Currently the authority to waive this restriction is delegated to the center commanders. This proposal would further delegate the authority to the laboratory commander/director and is in keeping with the other initiatives in this demonstration project. (Waiver Level: Air Force)

Expand Developmental Opportunities Program: This demonstration seeks expansion of the sabbatical program authorized in 5 USC 3396 to laboratory S&Es. Use of this authority will enhance the quality of our laboratory work force by affording unique training/work experiences for our S&Es. (Waiver Level: DOD)

Contribution-Based Compensation System (CCS): Initially, it is proposed that the newly developed Contribution-based Compensation System (CCS) be used for the performance management system for the S&E laboratory work force. Rather than basing an individual's appraisal on how well he/she has done the job described by elements and standards of a work plan, the appraisal is based on the contribution level of the job the person is doing. The CCS instrument has a set of factors (such as technical problem solving, business development, and communication) appropriate to the job content of all laboratory S&Es. Increasing levels of contribution for each of the factors are described. At the end of the appraisal period, employees will be rated by a group of managers on their demonstrated contribution levels for those factors. An employee's overall contribution level is then used in conjunction with his/her current salary level to assist the manager in determining any yearly adjustments. (Waiver Level: Demo Authority)

New Lab Managed Classification System: A proposed classification system will be designed or adopted from other successful demonstration projects to replace the traditional classification systems for demonstration project employees. Under this system, traditional, narrowly defined grades and occupational series will be consolidated into fewer broadly defined categories. The resulting classification structure is intended to promote greater

flexibility in assigning work to employees while expanding employees' career and training opportunities. (Waiver Level: Demo Authority)

Broadbanding: As in several other demonstration projects, the proposed demonstration will use pay banding. The specific grouping of the bands will be determined in concert with the Contribution-based Compensation System provisions of the demonstration. Initially, the project will apply only to the S&E work force. At a later date, the pay banding, as well as all other interventions, may be modified/expanded to additional employee groups. (Waiver Level: Demo Authority)

During periods of downsizing via reductions in force (RIF) and separation/retirement incentives, it is critical to the optimization and vitality of the labs that the remaining work force consist of the proven top performers. Several problems with the current personnel system prevent this from happening. First, the current personnel procedures do not sufficiently account for performance during the downsizing process. Secondly, the current probationary period is not sufficient for an adequate evaluation of an S&E's performance and potential for growth. Third, the ability does not currently exist for laboratory management to target specific individuals or groups of individuals during separation/retirement incentive periods. Once quality S&Es depart government service, there currently is no means to bring them back in a non-paid (emeritus) status. Finally, the present system for performance-based removal is arduous and therefore seldom utilized by the managers. All of these factors combined leave the managers with little authority and control during a downsizing period. The interventions proposed to improve the **separation** process for S&Es are as follows:

Revised Reduction-in-Force (RIF) Procedures: It is proposed to rank employees within each competitive level, based primarily on contribution rating groups and secondarily on the elements of tenure, veteran's preference, and length of service. The intent is to increase the retention of the best employees at all contribution levels. (Waiver Level: Demo Authority)

Expand Probation Period to Three Years For Permanent New Hires: An expansion of the probationary period from one to three years for permanent new hires will allow managers a greater opportunity to assess the quality of their performance in a research and development environment. Contingent hires will not be placed on probation since they will have only limited term employment with the lab. (Waiver Level: Demo Authority)

Lab Controlled "Buy Out" Program: This provision allows laboratory commanders/directors to offer incentives to employees to voluntarily resign or retire. This authority may be used to meet technological/mission changes within the laboratory as well as normal reduction-in-force situations. Approval under demo authority requires waiver to Title 5 USC Section 5597. (Waiver Level: Air Force Materiel Command)

Process For Contribution-based Reduction in Pay or Removal: The demonstration proposes to streamline the process and focus on contribution to the organization. It is envisioned that many poor contributors will resign/reassign when they are faced with

minimal/no pay increases. For those truly deficient employees who are reluctant to resign/reassign from the laboratory, a process for facilitated removal will be set in place. The proposed system will afford management the tools necessary to document/defend their actions and employees the right to appeal and grieve. The mechanism for review of challenges will be streamlined to cut down on the administrative burden and time required to reach resolution. (Waiver Level: Demo Authority)

Voluntary Emeritus Corps: Currently, regulations do not allow for the acceptance of voluntary service except for student volunteer programs. This intervention calls for a provision to allow former employees to volunteer in the laboratories. (Waiver Level: Demo Authority)

The laboratories are presently faced with rapidly changing mission requirements due to changing threats, military downsizing, and other external variables. The laboratory personnel system must therefore be more responsive and flexible in order to keep pace with these changing requirements. Laboratory management is currently restricted from managing the manpower and personnel resources of the labs. Organizations external to the labs are relied upon for oversight and control. Manpower limitations such as high-grade controls and workyear ceilings are often placed on the labs which negatively affect mission accomplishment. All of this limits the flexibility and responsiveness of the system to the dynamic and changing needs of the labs. A variety of changes in the administration of laboratory resources will greatly increase their effectiveness. The interventions proposed to improve the personnel **resource management** process in the labs are as follows:

Lab Commander Determines and Approves Organizational Structure at 3-Letter Level and Below: This intervention relieves laboratory commanders/directors from the requirement to seek approval prior to implementing organizational changes and moving authorizations within their assigned strength. Laboratory commanders/directors will be accountable for the organizational structure of their laboratory and their ability to operate within their authorized budget. (Waiver Level: Air Force Materiel Command)

Lab Commander Manage Zero Balance Transactions to Unit Manpower Document: This intervention allows laboratory commanders/directors authority to make adjustments to the UMD that do not change overall authorizations, categories, Program Element Codes or effective-thru dates. All UMD adjustments will occur within established command allocated resources as zero balance transactions. Changes can be made in areas such as moving existing positions and Air Force Specialty Code designation. This intervention gives the laboratory necessary flexibility to manage their workforce in view of changing missions and customer requirements. (Waiver Level: Air Force Materiel Command)

Control Pay Pools at Lab Level: In keeping with the overall objectives of the demonstration project, laboratory commanders/directors must control the salary adjustment pool for their respective laboratory. In this way, responsibility and authority for compensation decisions rests with the commander. The salary adjustment pool includes comparability pay along with traditional "step increase" money and any "promotion-

avoidance" money available from a broad banding system. (Waiver Level: Demo Authority)

1.6 Final Interventions

Once the LabDemo concept was approved, the Personnel Demonstration Project Office established and coordinated the efforts of six Integrated Product Teams (IPTs) to develop detailed implementation plans for each of the 21 proposed interventions. Sixty volunteers from the laboratories and key functional areas served as part-time team members on the following IPTs:

- Acquisition
- Sustainment
- Separation
- Administrative Processes
- Resource Allocation
- Project Evaluation

The IPTs researched all initiatives, wrote and staffed necessary waivers, and developed implementation guides and training materials. During development of the intervention details, several were modified from their original design, or were dropped from LabDemo. At the time of implementation (March 1997) the following changes had been made to the original set of interventions:

The following interventions were not implemented because the LabDemo Project Office could not obtain the necessary waivers to hiring policy:

- Direct Hire Authority (All Grades and Series)
- Relief From DOD Priority Placement Program (Internal Actions)[4]
- Lab Direct Announcement/Application Process

The following intervention was also not implemented due to lack of a waiver to separation policy:

- Lab Controlled "Buy Out" Program

The following intervention was implemented; however, the provision that would significantly reduce the impact of veteran status on RIF vulnerability was deleted due to congressional action:

- Revised Reduction-in-Force (RIF) Procedures

[4] While this intervention was not approved, the Air Force labs are allowed to use a streamlined process to rapidly resolve any disagreements regarding qualification levels of Priority Placement Program registrants during the demonstration.

The remaining interventions, listed below, were implemented essentially as conceived by the original Tiger Team:

- Delegate Federal Employee Pay Comparability Act (FEPCA) Authority to Lab Commanders and Expand Limits
- Exemption From Career Program Placement
- Internal Merit Promotion System for S&E Candidates
- Reduce to Two Types of Appointment Authority (Permanent and Contingent)
- Delegate Award Approval Authority to Laboratory Commander
- Delegate "1-in-10" Waiver to Labs
- Expand Developmental Opportunities Program
- Contribution-Based Compensation System (CCS), Including Control of Pay Pools at Lab Level
- New Lab Managed Classification System
- Broadbanding
- Expand Probation Period to Three Years For New Hires
- Process For Contribution-based Reduction in Pay or Removal
- Voluntary Emeritus Corps
- Lab Commander Determines and Approves Organizational Structure at 3-Letter Level and Below
- Lab Commander Manage Zero Balance Transactions to Unit Manpower Document

2. Evaluation

2.1 Evaluation Requirement

The requirement to evaluate demonstration projects is specified in 5 USC 4703 (the Civil Service Reform Act of 1978) subsections (h) and (i) as follows:

> "(h) The Office [OPM] shall provide for an evaluation of the results of each demonstration project and its impact on improving public management.
>
> (i) Upon request of the Director of the Office of Personnel Management, agencies shall cooperate with and assist the Office, to the extent practicable, in any evaluation undertaken under subsection (h) of this section and provide the Office with requested information and reports relating to the conducting of demonstration projects in their respective agencies."

Aside from the fact that it is required by law, evaluation of demonstration projects is also necessary to refine the interventions as they are implemented and to support permanent legislative changes (the lab demonstrations are not permanent alternative personnel systems). Evaluation oversight is jointly provided by OPM's Office of Merit Systems Oversight and Effectiveness, DDR&E, and the Director of Civilian Personnel Policy (Office of the Secretary of Defense). The overall DoD lab demonstration program is being externally evaluated by OPM's Personnel Resources and Development Center; internal evaluations are conducted by each Service.

2.2 Categories of Evaluation

There are two categories of evaluations applied to the lab demonstrations: *formative* and *summative*. Formative evaluations are designed to fine-tune the interventions during the demonstration period. Each intervention is designed to produce a set of expected outcomes; however, as the interventions are implemented and actual outcome data become available, it may be necessary to adjust some of the interventions to better achieve their expected outcomes. The formative evaluations, to be conducted by both OPM and the Air Force, will collect and evaluate data required to modify the interventions during the first five years of the demonstration. The Air Force internal evaluation is primarily formative in nature and is intended to answer questions like:

- Are the interventions being implemented as planned?
- Are the interventions producing the desired effects?
- Are the interventions producing undesirable effects?
- What adjustments would make the interventions more effective?

Summative evaluations will also be conducted by both OPM and the Air Force; OPM's external evaluation is primarily summative in nature. In other words, OPM will be assessing the effectiveness and cost of all personnel system changes and their contributions to lab effectiveness

across all 24 labs over a five-year time period. The external evaluation will examine differences between groups by intervention, differences between old and new demonstrations, differences before and after implementation, and differences over time. Ultimately OPM will attempt to answer questions like:

- Are the new systems more effective than Title 5?
- Are they as effective as previous demonstrations?
- Can they be integrated into the overall civilian personnel program?
- How much do they cost compared to Title 5?
- Should the demos become permanent alternative personnel systems?

2.3 External Evaluation

OPM has documented its plans for external evaluation of all the lab demonstrations in a report titled *Proposed Plan for Evaluation of the Department of Defense Laboratory Demonstration Program* (Schay and Miller, 1995). This plan contains the general model OPM intends to use in evaluating the demonstrations, and a much more detailed intervention impact model which identifies the expected effects, measures, and data sources that will be used to evaluate each intervention. The plan further identifies the workforce data variables OPM intends to collect annually from each demonstration site, and describes the other categories of planned data collection (i.e., employee attitude surveys, interviews, focus groups, personnel office records, and site histories).

OPM completed the FY96 baseline evaluation and documented its findings in a briefing and tabulations of workforce and survey data. The material was provided to DDR&E and Service lab representatives on 16 December 1996. In FY98 OPM plans to prepare a formal report on their evaluation of how the demonstrations were implemented in all of the DoD labs (OPM, April 1996). This will be followed by an interim evaluation briefing in FY99 or FY00. The final OPM summative report will be published in FY01. Questions regarding the external evaluation should be addressed to Dr. Brigitte W. Schay at OPM in Washington DC at (202) 606-1475.

2.4 Internal Evaluation

The internal Air Force evaluation will be conducted in the following four phases:

- Phase I - Design: Develop the evaluation model and detailed evaluation plan, collect baseline data, and conduct simulations and other analytical studies
- Phase II - Implementation: Collect data and analyze the degree of implementation and provide support to implementation, continue simulation and other analytical studies
- Phase III - Formative: Collect data and conduct analyses for first 5 years of the demo to refine interventions
- Phase IV - Summative: Summarize all evaluations and prepare an overall assessment of the demo

Figure 2.1 shows graphically the planned schedule for the four phases of internal evaluation and the major tasks that make up each phase. At this time (June 1997) Phase I is complete, and Phase II is nearing completion.

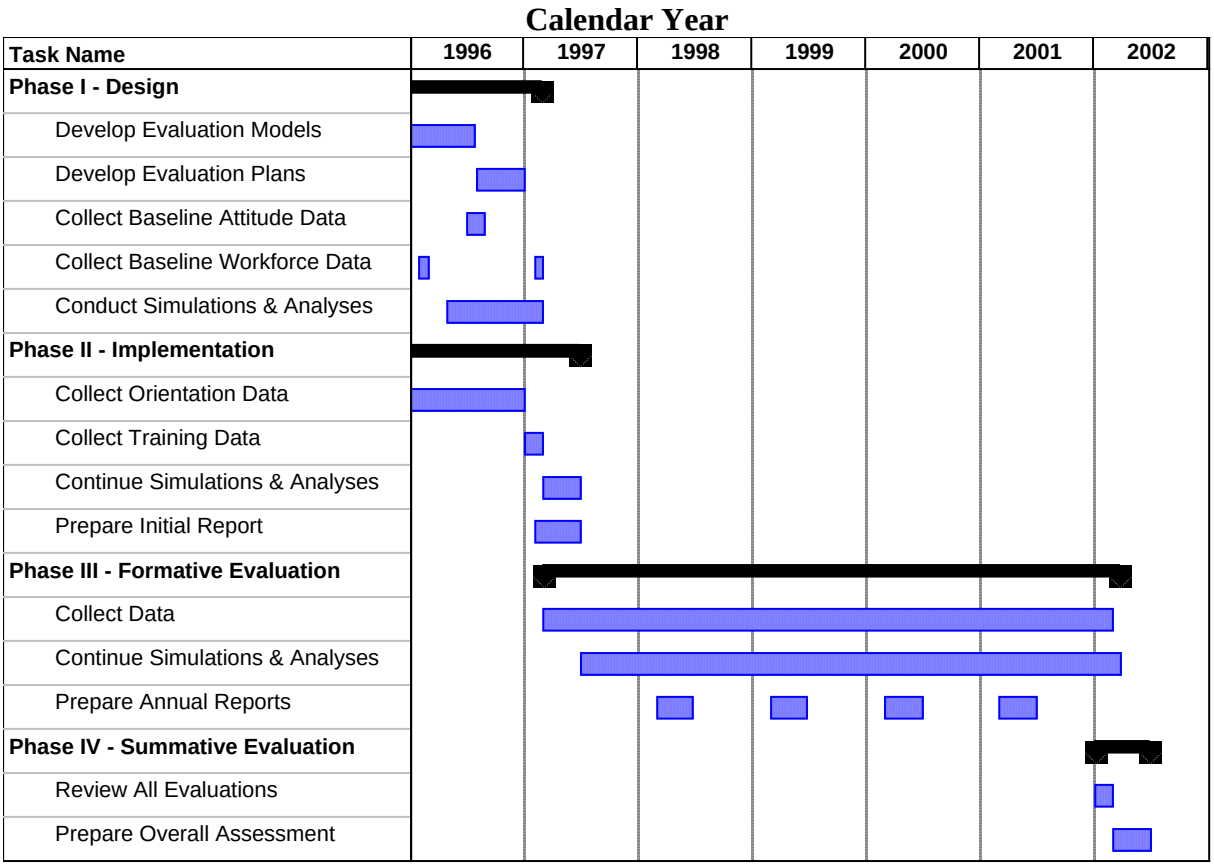

Figure 2.1 Internal Evaluation Schedule

During Phase I, the Air Force internal evaluation team refined and expanded the OPM evaluation impact model to make it more specific to the Air Force Lab Demo interventions. In the model, data sources were mapped to specific measures, which were then mapped to the expected effects of each intervention. Data collection was also begun, and analysis and simulation studies to support the design of selected interventions were initiated. These activities have continued in Phase II.

2.5 Overview of Models

2.5.1 General Model. Figure 2.2 shows the general evaluation model developed by OPM for evaluating all of the DoD lab demonstration projects. The model shows notional cause and effect relationships among the interventions, intermediate outcomes, and ultimate outcomes. In the model, the impact of the interventions is mitigated by three factors: (1) The context, or external environment within which they are implemented, (2) the degree to which they are implemented, and (3) the amount of support provided for implementation. Once implemented, the interventions cause both intended and unintended intermediate outcomes. The intended

intermediate outcomes consist primarily of improvements in the human resource management process in the labs, with corresponding improvements in the quality of the workforce.

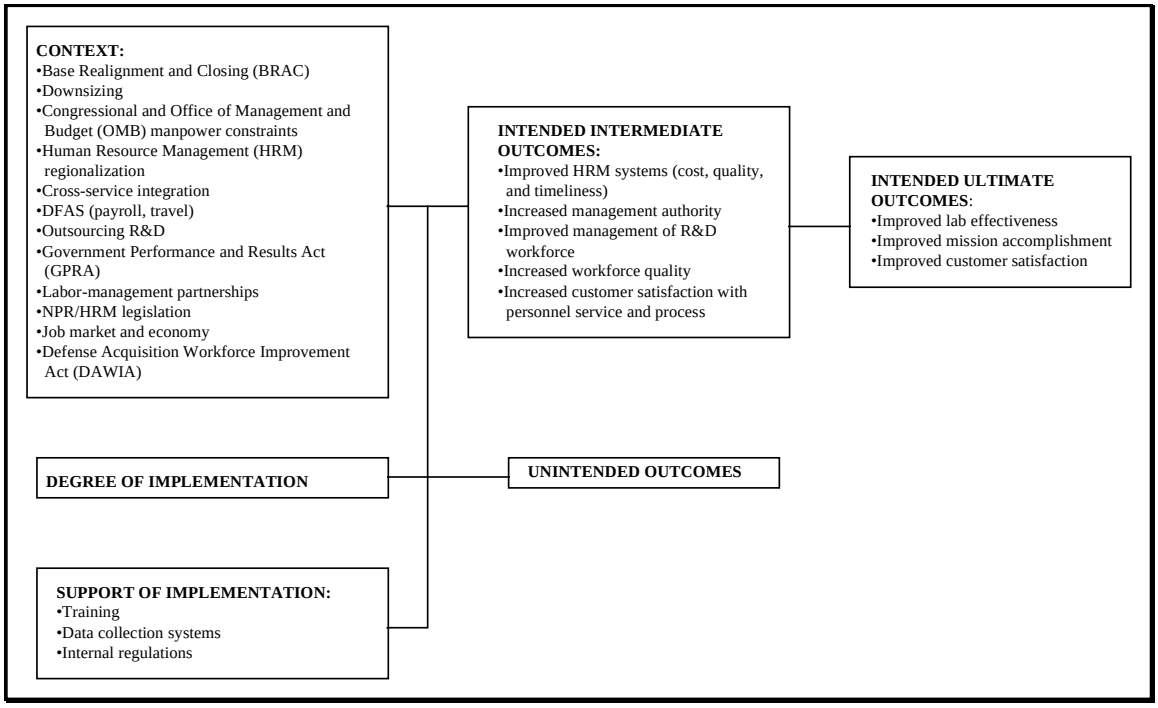

Figure 2.2 OPM's General Evaluation Model

The ultimate intended outcomes are improved lab effectiveness, mission accomplishment, and customer satisfaction with the labs' products. There are other, non-personnel related factors that also influence these ultimate outcomes, such as funding for contract research, condition of facilities, and the R&D management process. These are discussed further in Section 2.5.3 below. Because of the difficulty in measuring ultimate outcomes and in establishing causal relationships, the primary focus of past demonstration project evaluations has been on intermediate (i.e., personnel system) outcomes. OPM is, however, attempting to evaluate ultimate outcomes for the DoD laboratory demonstration project.

2.5.2 Intervention Impact Model. To guide data collection and analysis efforts, OPM developed an intervention impact model for the entire DoD laboratory demonstration program that lists, for each broad intervention category, the expected effects of the interventions in that category, the measure(s) that will be used to evaluate the effects, and the specific source(s) of data to quantify the measures. The Air Force expanded and reformatted the OPM model to more directly relate to its LabDemo interventions and their expected effects. The entire model is contained in Appendix A; a sample is shown in Figure 2.3 below.

In the example below, "Delegate Award Approval Authority to Lab/CC" is the intervention. Under the interventions are listed all of the expected effects of the intervention; in the example the intervention is expected to "reward and motivate contribution." Under each expected effect are listed the measures that will be used to evaluate the effect -- there are four separate measures

in the example. Under each measure are listed the sources of data that will be used to quantify the measure. In the example "DCPDS" refers to the workforce data extracts from the Defense Civilian Personnel Data System that will be generated at the end of each calendar year; the numbers after "DCPDS" are the specific data elements that will be used to quantify the measure (the data element names and numbers are listed at the end of Appendix A.) "OPM Survey" refers to the attitude survey that will be administered by OPM periodically throughout the demonstration; the numbers following "OPM Survey" are the specific survey item numbers that will be used to quantify the measure. Additional information about these and other data sources to be used during the evaluation process is described below in Section 2.6, Data Collection Procedures.

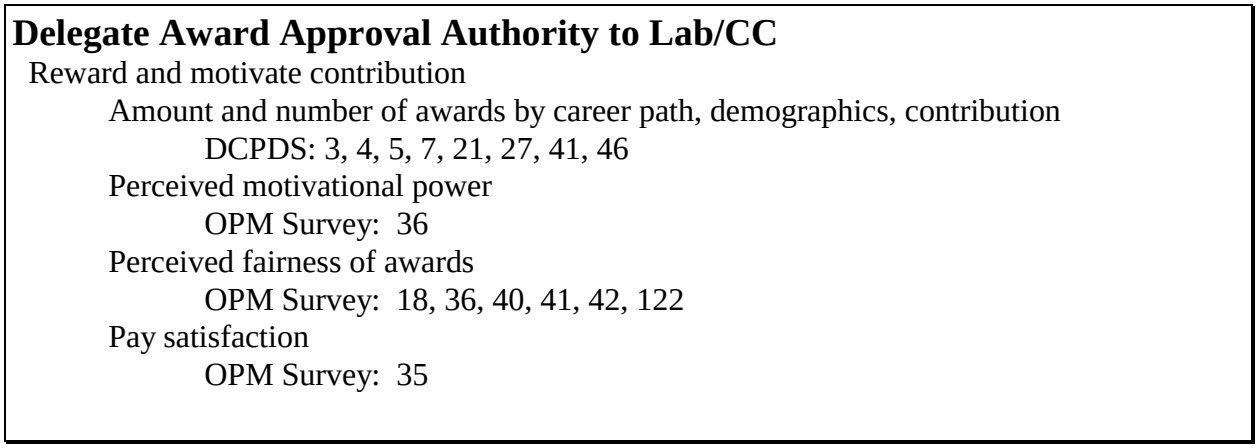

Figure 2.3 Sample of Air Force Expanded Intervention Impact Model

2.5.3 Organizational Effectiveness Model. Figure 2.4 on the next page is the model of R&D organizational effectiveness formulated by OPM (McCarthy, 1995). This model places personnel in the broader context of activities that influence lab effectiveness, including planning, management, communication, finance, marketing, and cross-functional coordination. Personnel is shown to be a function of workforce quality and motivation, both of which are targets of LabDemo interventions.

2.6 Data Collection Procedures

This section of the report describes data collection activities in support of the OPM and USAF intervention impact models and the OPM organizational effectiveness model. The sources of measures addressed are an attitude survey, workforce records, orientation and training records and questionnaires, focus groups and interviews, personnel office records, site history logs, and S&E quality and laboratory performance records. Information is provided about the types of measures from each data source, the purpose of the measures, and the status of data collection.

2.6.1 OPM Attitude Survey. One of the primary LabDemo evaluation tools is a detailed attitude survey developed by OPM. This data source will be used primarily to measure intended intermediate outcomes of the interventions (see Figures 2.2 and 2.3). There is one standard survey instrument for all 24 DoD labs involved in the demonstration program (Appendix B).

OPM designed the survey to cover broad categories of interventions rather than service-specific interventions, so not all Service or lab-unique interventions are directly addressed in the survey.

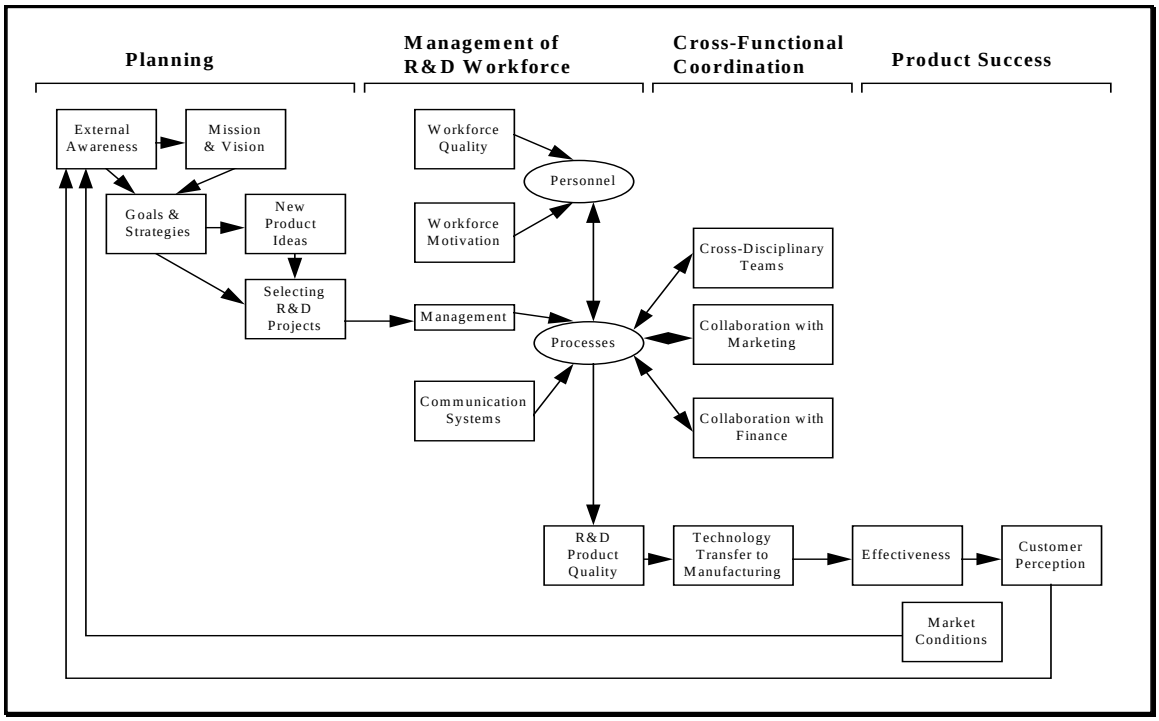

Figure 2.4 OPM's Organizational Effectiveness Model

The 12-page electronically scannable survey consists of 137 items with several having sub-items that bring the total number of response opportunities to 181. Approximately 80 percent of the items on the survey have been used by OPM in previous surveys. Most of the items are attitudinal statements with which the respondent is asked to agree or disagree using the following 5-point scale:

Strongly Disagree	Disagree	Disagree	Neither Agree nor Agree	Agree	Strongly Agree
O	O	O	O	O	

Each of the DoD reinvention labs had an opportunity to pilot test and comment on the survey before it was finalized by OPM. The Air Force tested the survey on 14 December 1995 at the Armstrong Lab, Brooks AFB, Texas. Twenty civilian employees participated in the test, including one manager and three supervisors. The participants were then asked for comments and suggestions for improving the survey. These were recorded and grouped by item and reported back to OPM.

The survey is voluntary and totally anonymous. Survey items are grouped into the following 14 content categories:

- *Background information* - Organization information, gender, race, career path, pay plan, supervisory status, education level, veteran status.
- *Job performance and pay* - Job satisfaction, pay satisfaction, progression and equity, promotion opportunity, performance ratings, relationship between performance and pay, awareness of the demonstration project, attitude toward the demonstration, views on appraisal methods.
- *Rewards and recognition* - Relationship between performance and rewards and recognition, fairness in recognition and rewards.
- *Innovation and flexibility* - Organizational flexibility, supervisory and management flexibility, management support for innovation.
- *Position classification* - Classification system efficiency, advancement opportunities through the job classification structure.
- *Recruitment and staffing* - Job fill process, probationary period for new-hires, competence of new hires, reduction-in-force (RIF) process.
- *Communication and employee involvement* - Vertical and horizontal communication, employee participation in planning and decision making, future job plans.
- *Discipline and adverse actions* - Fairness and appropriateness of discipline actions.
- *Training and career development* - Training availability, prior experience, professional accomplishments.
- *Quality and organizational performance* - Customer focus, organizational mission, management effectiveness, physical working conditions, support structure.
- *Personnel services* - Quality and timeliness of personnel support services.
- *Supervision* - Quality of supervisor's leadership and management skills.
- *Diversity* - Respect and opportunities for all.
- *Supervisors and managers* (completed only by supervisors and managers) - Sufficient authority to hire, fire, and manage employees, support for supervisors, capabilities of employees.

To gather pre-implementation baseline workforce attitudes, the survey was distributed in June 1996 to all of the DoD labs participating in the demonstration. The survey was a census of all 24 labs except the Naval Surface Warfare Center and the Naval Undersea Warfare Center, where it was administered to all supervisors and a 40 percent random sample of non-supervisors. The survey instrument was accompanied by a letter from Anita K. Jones (Director, Defense Research and Engineering) explaining the reasons for the survey and motivating employees to fill it out. Just over 44,000 surveys were distributed and about 23,500 were returned for a 54 percent overall return rate. Most surveys were completed during July and August of 1996. Each survey was addressed to a specific individual and an envelope was provided for direct return to OPM's processing center in Macon, Georgia -- to ensure confidentiality, no completed surveys were handled by any lab personnel.

Within the Air Force the surveys were distributed in batches to the four labs, where they were then broken down by organization for further distribution to the individuals. Even though Air Force LabDemo initially covers only S&Es in selected job series' and grades, all Air Force lab civilian personnel were included in the survey. Baseline attitude data on non-S&E civilians were collected in the event these employees are brought into LabDemo at some future date. Military supervisors of S&E were initially excluded from the Air Force survey, but were later added.

Several techniques were used by the Air Force labs to encourage participation in the survey. The survey was announced on the LabDemo home page. Advance notification was provided to all employees at the Rome and Wright labs via email, and at the Armstrong lab by memo; Phillips lab LabDemo Newsletter #3, dated 7 June 1996, announced the survey. Follow-up actions at the Armstrong lab included a personal letter from the lab director to all employees, and a letter from the LabDemo implementer to all military supervisors encouraging them to complete the survey and asking them to encourage their employees to do the same. The Wright lab posted a follow-up letter on its home page and sent an email to all branch chiefs for distribution to employees. The Rome lab implementer sent an email reminder and placed two announcements in the lab daily bulletin. The Phillips lab posted reminders on its home page.

All returned surveys were mechanically scanned by OPM to create data files for analysis. OPM sent the Air Force a file containing a record for each individual Air Force respondent -- only OPM has the entire database from which cross-service comparisons can be made. Each record on the file contains fixed-position codes for the individual's responses to each item on the survey. Table 2.1 summarizes return rates and sample sizes for the four Air Force labs. The "All Lab Civilians" data are from the OPM analysis; the "S&E Only" data are from an internal Air Force analysis using only those responses indicating "Scientist/Engineer" for item 7, "What is your career path or occupational category?"[5].

Table 2.1 Baseline Survey Return Rates (Air Force)

	All Lab Civilians			S&E Only		
Laboratory	**Surveys Sent**	**Surveys Returned**	**Return Rate**	**30 Sep 96 Population**	**Surveys Returned**	**Return Rate**
Armstrong	904	529	58.5%	306	228	74.5%
Phillips	1,354	646	47.7%	540	313	58.0%
Rome	923	556	60.2%	466	289	62.0%
Wright	2,249	1,293	57.5%	1,380	861	62.4%
Total	5,430	3,024	55.6%	2,692	1,691	62.8%

Across all four labs the response rate was higher among S&Es than among lab civilians in general -- not unexpected since most LabDemo publicity and orientation was targeted at the S&E population. Overall, the 62.8 percent return rate among S&Es is about what is typical for OPM

[5] Another response to item 7 is "Other Professional (e.g., attorney, mathematician)." Air Force LabDemo includes in the S&E category Mathematics, Mathematical Statistician, and Statistician, so some LabDemo S&Es might not be included in the survey statistics if they chose this second response to item 7.

surveys when there is some type of follow-up contact after survey administration to remind and encourage employees to complete the survey.

There was an event that may have had a negative impact on returns from the Rome and Phillips labs. On 26 July 1996 the National Federation of Federal Employees, Local 1384 at Hanscom AFB sent a message to the Rome and Phillips lab employees at Hanscom advising them to "... think hard about how, and whether, to complete the survey." In the message the union pointed out that it was not consulted prior to the survey. Its concerns were that confidentiality might not be maintained and that LabDemo:

> "... is in direct contradiction and violation of the Civil Service laws, and eliminates the protections Civil Service has afforded employees from arbitrary management decisions. The survey may be designed to help justify the project to others, including Congress, who would have to approve making it permanent or more widespread."

It is not possible to precisely quantify the impact this message had on survey participation because the surveys are not identifiable to specific location. Survey responses are identifiable to a specific lab, and item #2 narrows location down to main facility or field detachment. While the Rome lab has only one field detachment (Hanscom), the Phillips lab has five, including Hanscom. Table 2.2 shows return rates by lab and location (main or field).

Table 2.2 Return Rates by Lab and Location

Lab - Location	30 Sep 96 Population	Survey Responses[6]	Return Rate
Armstrong - Main	169	131	77.5%
Armstrong - Field	137	86	62.8%
Phillips - Main	258	164	63.6%
Phillips - Field	282	131	46.5%
Rome - Main	390	244	62.6%
Rome - Field	76	24	31.6%
Wright - Main	1,179	693	58.8%
Wright - Field	201	119	59.2%
Total - Main	1,996	1,232	61.7%
Total - Field	696	360	51.7%

Overall, main (headquarters) locations had a ten percentage point higher return rate than did field locations -- Wright lab being the one exception where field locations responded at a higher rate than did the main location. In the case of the Rome lab, the difference in return rates between the main and field location is striking -- 62.6 percent at the main location and only 31.6 percent at the field location (Hanscom). This indicates that the union message probably had a negative effect on S&E responses at Hanscom. The Phillips lab field locations, including but not limited to Hanscom, also had a low response rate (46.5 percent) compared to the main location (63.6 percent), which further substantiates the negative impact of the union message at Hanscom.

[6] Includes only responses indicating main or field locations. Missing or "Don't know" responses are excluded.

On 16 December 1996 OPM presented to DDR&E and Service representatives their analysis of the baseline survey data. One set of displays compared item response distributions across the three Services, along with current data from the two Navy labs that are still under the China Lake demonstration[7]. The latter group was included for comparison of attitudes before and after implementation of demonstration projects. OPM also provided a separate set of displays to each Service breaking down item response distributions for the laboratories in that Service. OPM analyzed Air Force data for all responses received; they did not do separate analyses for the S&E (LabDemo) population.

To better understand the attitudes of the S&E population initially included in LabDemo, the Air Force conducted its own analysis of the data file provided by OPM. Using only respondents who identified themselves as "Scientist/Engineer" in item 7 of the survey, a total of 1,691 out of 3,024 records were selected for this analysis. Table 2.3 on the next page compares the demographics of these respondents with the Air Force lab S&E population (as defined for LabDemo) as of 30 September 1996.

The survey sample contains over 60 percent of the S&E population and it is representative of the population along most demographic dimensions. The Armstrong Lab had the highest return rate (74.5 percent) of the four labs and is, therefore, slightly over-represented in the sample (13.5 percent of the sample, 11.4 percent of the population). Advanced degree holders (Masters and Doctorates) are also over-represented (72.9 percent versus 64.9 percent of the population), as are supervisors (30.4 percent versus 18.3 percent).

The S&E survey results are summarized in Section 3 later in this report, and complete statistics on each item are contained in Appendix C.

[7] When displaying item response distributions OPM generally combines "Agree" and "Strongly Agree" responses into one category and "Disagree" and "Strongly Disagree" into another category, leaving "Neither Agree nor Disagree" as the third category. N's and percentages are then reported for each of the three categories.

Table 2.3 LabDemo Baseline Survey Demographic Representation (Air Force S&Es Only)

Return Rate:	Population		Responses	Return Rate
AL	306 (11.4%)		228 (13.5%)	74.5%
PL	540 (20.1%)		313 (18.5%)	58.0%
RL	466 (17.3%)		289 (17.1%)	62.0%
WL	1,380 (51.3%)		861 (50.9%)	62.4%
Total	2,692 (100%)		1,691 (100%)	62.8%

Gender:	Population	Responses
Male	90.6%	91.2%
Female	9.4%	8.8%

Race/Ethnic:	Population		Responses
White	89.9%		92.0%
Black	2.3%		1.5%
Hispanic	3.5%	3.8%	
Other	4.3%		2.7%

Education:	Population	Responses
No Degree	0.2%	0.4%
BS/BA	34.9%	26.8%
MS/MA	42.6%	46.0%
PhD	22.3%	26.9%

Grade:	Population	Responses
7	0.0%	0.1%
9	0.1%	0.1%
11	1.4%	1.3%
12	24.4%	22.0%
13	44.5%	43.0%
14	19.2%	19.9%
15	10.4%	10.7%
Other	0.0%	2.9%

Supervisor?:	Population	Responses
Yes	18.3%	30.4%
No	87.9%	69.6%

2.6.2 Work Force Data Characteristics. Another significant source of data for evaluating the intermediate intended outcomes of the interventions (see Figures 2.2 and 2.3) is the Defense Civilian Personnel Data System (DCPDS). For the external evaluation, OPM designed a standard extract containing 54 variables (185 characters) on each DoD laboratory demonstration participant. The variables are listed below, grouped into categories:

As-of File Date

Identifying Characteristics

Social Security Number
Date of Birth
Service Computation Date
Sex
Race or National Origin
Handicap
Education Level
Veterans' Preference Status

Organizational Information

Lab to Which Assigned
Agency/Sub-Element
Duty Station
Personnel Office Identifier

Job Assignment Information

Hire Date
Supervisory Status
Type of Appointment
Fair Labor Standards Act (FLSA) Category
Position Occupied (Competitive, Excepted, Senior Executive Service)
Work Schedule
Occupation
Professional, Administrative, Technical, Clerical, Other (PATCO) Category
Functional Classification
Pay Plan
Grade
Date of Last Promotion
Step

Performance Information

Rating of Record
Type of Award (#1)
Award Amount (#1)
Type of Award (#2)
Award Amount (#2)
Type of Award (#3)
Award Amount (#3)
Quality Increase

Pay Information

- Basic Pay
- Locality Adjustment Flag
- Locality Pay
- Locality Pay Area
- Adjusted Basic Pay
- Pay Rate Determinant
- Cost of Living Allowance (COLA)
- Retention Allowance
- Staffing Differential
- Supervisory Differential Flag
- Supervisory Differential
- Total Pay
- Recruitment Bonus Flag
- Recruitment Bonus
- Relocation Bonus Flag
- Relocation Bonus

Separation Information (for losses only)

- Separation Date
- Separation Basis
- Separation Incentive Flag
- Separation Incentive

OPM intends to collect extract files from all participating laboratories once each year. The files are as of 31 December, but reflect salary increases given in the first pay period of the next January. The files are more than end-of-year snapshots; they also include everyone who was on board at any time during the year. As of the date of this report, Air Force has provided OPM extracts for calendar years 1995 and 1996.

Summaries of the 1995 files were presented by OPM to DDR&E and the Services on 16 December 1996, along with their survey analysis. As with the survey, the Air Force LabDemo workforce data file contains records on all lab civilian employees, not just the S&Es who are included in LabDemo. To isolate the pre-implementation characteristics of the S&E workforce, the Air Force did a separate analysis of its workforce data files (1995 and 1996). A summary of this analysis is in Section 3 later in this report.

2.6.3 Orientation and Training Evaluation. Measures from these data sources will be used to address support of implementation, as referenced in the OPM General Evaluation Model shown in Figure 2.2. For evaluation purposes, the process of preparing the workforce for LabDemo is divided into two categories, informal orientation and formal training.

To document informal orientation activities, the LabDemo project office and each of the four labs were asked to maintain comprehensive lists of all pre-implementation meetings, briefings, correspondence, and other information exchanges intended to inform the workforce about the

project. These lists were collected and analyzed by the evaluation team. Many of the informal orientation activities have been previously summarized in this report – see Section 1.4.

Formal LabDemo training consisted of two components, a scripted briefing and a series of video tape presentations. Each of these is described below.

Scripted Briefing: A hard-copy scripted briefing was developed by the project office as the primary LabDemo training vehicle. In January 1997 a personal copy was given to every S&E in the LabDemo program -- signed receipts were obtained to ensure that every participant received a copy. The scripted briefing consists of 121 pages of reduced-image briefing slides with accompanying text for each slide. There is also a 23-page appendix at the end with forms and other detail. It takes approximately 6-8 hours to read the entire briefing package. All of the LabDemo initiatives are covered in the briefing, with page counts as follows:

- 17 pages - Introduction and background
- 3 pages - Broadbanding
- 17 pages - Statement of Duties and Experience (SDE) and classification[8]
- 1 page - Organization Structure and Unit Manpower Documents (UMD)
- 38 pages - Contribution-Based Compensation System (CCS)
- 7 pages - Pay Conversion
- 2 pages - Awards
- 2 pages - Development opportunities
- 21 pages - Filling positions, hiring, appointing, probationary periods
- 1 page - Voluntary Emeritus Corps
- 8 pages - Reduction-in-Force (RIF)

Training Videos: To supplement and "personalize" the written scripted briefing training manuals, the project office also prepared a series of eight video tapes on various LabDemo topics. The speakers are senior Air Force laboratory leaders. The videos are as follows:

Table 2.4 Training Video Description

Subject Matter	Presenter	Duration
Introduction - Part I	AFMC/ST (Maj Gen)	10 min
Introduction - Part II	AFMC/ST (Maj Gen)	10 min
Position Classification	Rome Lab Deputy Director (SES)	15 min
CCS General Philosophy	Former Air Force Chief Scientist	15 min
CCS Process - Part I	Armstrong Lab Director (SES)	15 min
CCS Process - Part II	Wright Lab Directorate Chief (SES)	20 min
CCS - Meeting of Managers	Former AF Chief Scientist	15 min
Conversion, Buy-In, and RIF	Phillips Lab Deputy Director (SES)	20 min

[8] Under LabDemo the SDE will replace the Position Description (PD)

Six of the eight videos were developed for viewing by both employees and their supervisors. The additional two videos ("Introduction - Part II", and "CCS - Philosophy of the Meeting of Managers") are specifically designed for supervisors. However, at least one laboratory (Armstrong) allowed non-supervisors as well as supervisors to view these videos. A ninth video was also produced to illustrate the flow of the CCS process and to instruct supervisors and managers in the use of the Contribution-based Compensation System Software[9]. This video was not included in the pre-implementation training program (although some labs did show it) since it is specific to supervisors and managers conducting the CCS assessment process itself.

Copies of the videos were provided to the four labs with instructions that they be shown to as many LabDemo participants as possible during February 1997. The labs were encouraged to have a senior leader introduce the videos and a personnel specialist supplement the videos with local instructions on position classification, CCS, and RIF and to answer questions at the end. The labs were also asked to use sign-in rosters to track and encourage attendance. Each attendee was asked to complete a questionnaire on the video training session. Most of the video training sessions lasted about 3-4 hours.

About 91 percent of the LabDemo workforce received the video training in 84 sessions conducted at ten locations (Table 2.5).

Table 2.5 Training Sessions by Lab and Location

Lab	Headquarters Sessions	Remote Sessions	Percent Trained
Armstrong	5	7	93%
Phillips	10	10	91%
Rome	6	4	82%
Wright	36	6	94%
Total	57	27	91%

All four of the labs have operating locations that are geographically remote from their headquarters locations. All employees were offered at least two choices of training sessions; the larger locations offered more choices. Wright lab, the largest of the four labs, conducted 42 training sessions.

In order to obtain information about the effectiveness of the video and scripted briefing training, a one-page questionnaire was distributed to the attendees (copy at Appendix D) at the end of each video training session. The questionnaire was anonymous; the only identification data requested were the training date, the base, and the laboratory to which the respondent was assigned. The first seven items on the questionnaire asked respondents to rate the amount their understanding of seven specific LabDemo topics increased as a result of the training. The following five-point scale was used for these ratings:

[9] This software tool, referred to as C^2S^2, was designed to assist LabDemo supervisors and managers in assessing the contribution levels of their employees and in adjusting compensation based on contribution.

1 = Not at all
2 = A Small Amount
3 = A Moderate Amount
4 = A Large Amount
5 = A Very Large Amount

Question 8, which addressed the video on CCS - Philosophy of the Meeting of Managers, used the same scale as the first seven questions, but it was to be rated by managers and supervisors only.

Questions 9 through 13 asked for the respondent's degree of agreement or disagreement with a series of statements about the usefulness of the training, the amount of information presented, and the value of LabDemo. These items used the following six-point response scale:

1 = Strongly Disagree
2 = Disagree
3 = Slightly Disagree
4 = Slightly Agree
5 = Agree
6 = Strongly Agree

Item 15 asked respondents to indicate how much of the scripted briefing training manual they had read prior to attending the video training session. In items 14 and 16 the same question was posed about two other major sources of information provided to employees about LabDemo. These were the two *Federal Register* announcements and the LabDemo Newsletters. Individual copies of the *Federal Register* announcements (dated 15 May 1996 and 27 November 1996) had been previously distributed to each employee. The LabDemo Newsletters were prepared by the project office and posted on a World Wide Web home page. Seven newsletters were published beginning in January 1995, more than a year before implementation. These last three questionnaire items were rated using the following five-point scale:

1 = None
2 = A Small Amount
3 = A Moderate Amount
4 = A Large Amount
5 = All

At the end of the questionnaire respondents were invited to provide written comments about the training. In most training sessions the attendees were prompted several times to fill out the questionnaire and turn it in before leaving. A total of 1,624 employees completed and returned a questionnaire.

Item responses were manually entered into a spreadsheet; all data entries were then verified against the original questionnaires for accuracy. The spreadsheet data were then converted into a

SAS® data set for analysis[10]. Written comments were summarized using a content analysis procedure.

A summary of results from analysis of the questionnaire responses is reported in section 3.4.

2.6.4 Focus Groups and Interviews. Previous demonstration project evaluations have used one-on-one interviews and focus groups to gather attitude and perception data from specific population subsets on specific issues. OPM has indicated an intent to use these techniques in their external evaluation of the various DoD lab demonstrations, and the internal Air Force evaluation team is planning to use them as well. To date no interviews or focus groups have been conducted. However, as the demonstration project progresses these techniques will be used when appropriate to capture information pertinent to components of the evaluation models (see Figures 2.2 and 2.3), including degree and support of LabDemo implementation and intervention outcomes. For example, as part of the internal evaluation, Air Force plans to conduct interviews and focus groups with LabDemo S&Es, their supervisors, and senior laboratory managers concerning the first cycle of the performance appraisal intervention --- the Contribution-Based Compensation System (CCS). Topics to be addressed include the effectiveness of CCS Process Workshops designed to familiarize managers and supervisors with the contribution assessment and compensation assignment interventions. These workshops were developed and scheduled by the Project Office to be conducted in laboratory directorates and divisions in May to August 1997. In addition, feedback will be solicited from supervisors and managers during their focus groups on the utility of C^2S^2, the software package developed to facilitate implementation of the contribution appraisal and compensation procedures.

2.6.5 Personnel Office Records. Several LabDemo interventions were developed to improve certain personnel processes. The outcomes of these interventions cannot be measured fully with data elements on the workforce data file or with attitude survey items. To track the intended outcomes of these interventions (see Figures 2.2 and 2.3), OPM prepared specifications for collection of data from records maintained by personnel offices servicing employees covered by the Service demonstration projects.

The first data call was for pre-implementation baseline data from calendar year 1996 on S&E positions only. A second call will be made 2-3 years into the demonstration to capture post-implementation data.

There are six personnel offices (called Civilian Personnel Flights, or CPFs) that service the Air Force LabDemo population. Using the specifications provided by OPM, the Air Force Project Evaluation IPT prepared a detailed set of instructions for CPFs to follow in capturing and recording the required measures. A copy of the data collection package is in Appendix E. As of the time of this report, data collection is in progress by the six CPFs. Their responses will be combined by the Project Evaluation team for submission to OPM in September 1997.

Overall, the data collection is designed to address the efficiency and effectiveness of interventions related to personnel practices. Indices of efficiency include the amount of time to

[10] Statistical Analysis System

accomplish hiring and classification actions and the average length of position descriptions. Additional measures, most of which relate to the professional quality of new hires, address the effectiveness of recruiting and staffing procedures. New S&E quality measures include indices of academic achievement such as highest education level achieved, grade point average, and honors, as well as professional activities and accomplishments prior to hiring, including membership in organizations and societies, number of publications, and number of patents. Additional information concerning the specific interventions which these measures address is in the Expanded Intervention Model in Appendix A.

Three additional measures being reported by the CPFs are number of adverse actions, formal grievances, and unfair labor practice charges. These measures map to specific LabDemo interventions (see Appendix A). If increases are observed between pre- and post-implementation measurement, the measures would serve as important indicators of potential unintended intermediate outcomes of the interventions (see Figure 2.2) and the need for the Project Office to review operating procedures.

2.6.6 Site History. Another data collection procedure that has proven valuable in prior demonstration project evaluations is the maintenance of site histories. These are records designed to address the context component of the OPM General Evaluation Model shown in Figure 2.2. The site histories document local external (non-LabDemo) events that might have an influence on measures being collected to determine the effects or outcomes of LabDemo interventions. As data are analyzed and interpreted, it is important to consider whether the effects detected are due to the interventions or to external and extraneous influences or events which occurred in the laboratory environment. Examples of external events to be recorded in the site history include significant changes in the local job market that could impact lab hiring, or a change in an organization's mission that could affect the mix of job types in that organization. The histories can then be used during the analysis of survey, workforce, and other data sources to help explain results and establish cause-and-effect relationships between the LabDemo interventions and obtained outcome measures.

Individuals who are in positions to be aware of significant events have been designated as site historians at each of the four Air Force labs. OPM defined the role of a site historian in a 24 February 1997 memo as follows:

> "The site historian is not required to make an immediate judgment about the importance or the expected effect of an extraneous event. It is necessary merely to determine that an event might have an effect and should be noted. Some events will be clearly pivotal. Others will be anecdotal. However, even anecdotal items may be useful when aggregated. Perhaps the most difficult job of the site historian is deciding what must be recorded and what may be ignored. It is better to err on the side of caution. Unnecessary notations are easy to delete. Notations never made are difficult to establish later."

LabDemo site historians began maintaining site history logs and files on 1 October 1995. The histories are collected quarterly by the Air Force internal evaluation team, and will be transmitted

to OPM each September (starting in 1997) throughout the five-year demonstration evaluation period.

A summary of significant pre-implementation site history events for the Air Force LabDemo is contained in section 4.2.2.

2.7 Simulation and Modeling to Support Formative Evaluation

2.7.1 Purpose. To better understand the costs and personnel system dynamics of the laboratory workforce, the internal evaluation of Air Force LabDemo includes a simulation and modeling component. This is the first time a demonstration project evaluation has attempted to build and use detailed models of both the AS-IS (Title 5) and TO-BE (LabDemo) personnel management systems to gain insight into system behavior and to conduct "what if" analyses of policies and procedures before they are implemented

Two computer models --- a Title 5 model and a CCS Model for LabDemo - were developed. The Title 5 model simulates costs under the traditional personnel system, thereby establishing a cost baseline for comparison with the CCS-related interventions which primarily drive costs for LabDemo. The models allowed an upfront assessment of anticipated total costs for LabDemo, as well as of issues and potential effects of specific policies and procedures developed to implement the interventions. The issues included costs associated with procedures for funding pay pools; policy concerning compensation assignment; and rules for determining S&Es' salary upon conversion to LabDemo. The models also permitted assessment of potential differential effects on S&Es' salary of policies concerning the design and structure of pay pool and pay band interventions.

In the next section of the report, the logic of the models, assumptions, and sources of data are described. Later, in section 3.5, the studies conducted with the models and major findings from the simulations are discussed.

2.7.2 Title 5 Model. One of the major issues confronting the evaluation team is establishing a cost baseline against which to compare LabDemo costs. A critical question facing evaluators is "How do LabDemo personnel costs compare to what the workforce would cost if it remained under the standard Title 5 personnel system." This question has traditionally been addressed in demonstration projects by identifying a control organization with a mission and personnel structure similar to the experimental group. Cost comparisons are then made between the experimental and control groups as the demonstration progresses. This technique is not possible for LabDemo because virtually all organizations similar in nature to the Air Force labs (i.e., the other DoD labs) are also embarking on demonstration projects.

To fill this void, the evaluation team developed a computer model of the LabDemo workforce to simulate how it would operate if it remained under Title 5. The model, written in the Personal Computer (PC) version of SAS, "ages" a starting population of S&Es, at the individual level of detail (i.e., person by person), in yearly increments. The model uses random number draws to simulate cost-related personnel transactions (gains, losses, promotions, step increases, cost-of-

labor pay increases, and locality pay). Results are averaged across several simulation runs using different random number streams to dampen random effects. The cost-related personnel transactions are simulated as follows:

Losses - By comparing end-Fiscal Year Air Force laboratory personnel data files from 1991 through 1995, four-year average historical loss rates for the LabDemo population were computed by grade, age, and time in service. For each individual each year, the model draws a uniform random number between 0 and 1; if the number is less than the loss rate for the individual's grade, age, and time in service, the individual is flagged as a separation and is deleted from the file. If the normal loss rates do not generate enough losses to get the workforce down to the authorized end strength for the year, the model repeats the process for randomly selected individuals until sufficient losses are generated.

Promotions - By comparing end-Fiscal Year Air Force laboratory personnel data files from 1992 through 1995, three-year average historical promotion rates for the LabDemo population were computed by grade and time in grade. For each individual each year, the model draws a uniform random number between 0 and 1; if the number is less than the promotion rate for the individual's grade and time in grade, the individual is promoted. The model maintains high-grades (GS/GM-14/15) at 20 and 10 percent of end strength respectively by promoting to vacancy from among the GS/GM-13/14s those with the highest promotion rates.

Step Increases - The rules for step increases are straightforward -- annual increases through step 4, a step every two years through step 7, and a step every three years through step 10. However, lack of data makes this is one of the most difficult processes to simulate. One problem is that those individuals still carried in the system as GMs do not have a step (365 out of 2,744 S&Es as of 30 September 1996). This problem was solved in the model by creating pseudo-steps for these individuals from their basic pay and the General Schedule (GS) pay table. This calculation results in fractional steps for many of the GMs; they remain "off-step" throughout the simulation. The other (bigger) problem is that the date of last step increase is not available on the headquarters level personnel files used to drive the simulation -- the data is only maintained at base level. The model estimates step dates by tracking each individual back through a series of end-FY personnel file snapshots (FY90 through FY96) to identify the year in which the individual's step changed. The model does not simulate Quality Salary Increases (QSI) or delayed steps[11].

Gains - A file was created of all individuals who joined the LabDemo workforce during FY92-95. Each year of the simulation, the model randomly draws enough individuals from the gain file to meet the target end strength for that year. This ensures that the characteristics of new S&Es added to the workforce during the simulation are consistent with those recently hired by the labs.

[11] QSIs are awarded to civilian employees for sustained superior performance. Supervisors recommend employees for the award, which must then be approved by the organization's award committee. The award results in a step increase earlier than would normally be the case under the step progression rules. In FY96 there were approximately 48 QSIs among the LabDemo population (about 2,700 civilians) for an award rate of only 1.8 percent. QSIs were not included in the original simulation because of this low frequency of use.

For the first simulation runs, the following end strength targets were taken from LabDemo Project Office estimates provided to the Secretary of the Air Force in November 1994:

FY96	FY97	FY98	FY99	FY00	FY01
2,543	2,463	2,383	2,299	2,281	2,265

Pay - The GS pay table and locality pay rates are inflated each year of the simulation to capture the effect of the Congressionally-approved annual cost-of-living adjustment. For the initial simulation runs, a two percent annual inflation rate was assumed for basic pay -- this was the actual rate in 1995 and 1996; locality pay inflation rates are calculated to bring the overall (basic+locality) annual increase rates up to 2.4 percent in 1996, 3 percent in 1997, and 3.1 percent in 1998 and beyond (LabDemo Project Office estimates). At the end of each simulation year, each individual in the workforce is given a basic pay rate from their grade and step and the GS pay table in effect at that time. Locality pay is also inflated each year for each individual drawing it.

Section 3.5 describes some of the studies conducted with this model and the validation of the model against actual FY96 results.

2.7.3 CCS Model. The second simulation model developed by the evaluation team is similar to the Title 5 model except the Title 5 grade/step structure is replaced with the LabDemo structure, including pay banding and CCS. The following is a brief description of the logic differences between the two models:

Losses - Like the Title 5 model, historical average loss rates were computed, but this time by age and time in service (not grade). Because CCS does not use the GS grade/step structure, loss rates could not be conditioned on grade. The loss simulation logic is otherwise identical in the two models.

Gains - The same gain file and logic created for the Title 5 model are used in the CCS model.

CCS - Instead of simulating promotions and step increases, the CCS model simulates movement through the pay bands using CCS. To start off, all S&Es on the starting inventory file are given an increase in basic pay equal to the partial step they had earned at that point in time. All are then assigned an initial CCS score based on their basic pay and the Standard Pay Line (SPL). They are all also assigned a pay band based on their GS/GM grade (grades 7/9/11 go into band I, grades 12/13 go into band II, grade 14 goes into band III, and grade 15 goes into band IV). Those S&Es drawing special pay rates (e.g., electrical engineers) are converted into CCS using the algorithm in the LabDemo Operating Guide (i.e., their basic pay is reduced to where it should be for their grade/step and the remainder is put into locality pay).

Each S&E is also assigned to a pay pool based on the organization to which he or she is assigned. Each year of the simulation the model randomly adjust each person's CCS score according to the discrete sampling distribution shown in Table 2.6[12]:

Table 2.6 Assumed Annual CCS Score Adjustment Distribution

CCS Score Adjustment	Probability
-0.1	.05
0.0	.20
+0.1	.40
+0.2	.15
+0.3	.10
+0.4	.05
+0.5	.05
	Total = 1.00

Since it will not be known what the actual CCS score distribution is until the system has been in operation for at least one cycle, it was necessary to develop an assumed distribution for simulation purposes (see Table 2.6). The distribution is fairly conservative in that the modal increase is +0.1 and the mean increase is 0.14. Only 5 percent of the workforce will get a lower CCS score than the previous year, and then by only 0.1 point; the largest possible one-year increase is 0.5. Only 10 percent of the workforce can move from the SPL to below the lower rail in one cycle.

Once new CCS scores are computed, the model identifies those S&Es who are below the lower rail, using the current-year SPL. These individuals are given an incentive raise equal to "I" (an input variable for each simulation year)[13]. The remaining pool of "I" dollars ("I" times the sum of basic pay salary rates prior to the CCS cycle, minus the "I" dollars given to those below the lower rail) is given out proportional to each individual's degree of under-compensation as measured by ✆Y, which is the difference between what the SPL indicates the person's pay should be for their level of contribution and their current pay (or current pay plus "I" if they were below the lower rail). This is done by dividing the sum of all positive ✆Ys into the remaining "I" dollars to get a scaling factor (✂), which is then multiplied by each individual's ✆Y to get his or her incentive increase amount[14]. No one above the SPL gets any "I".

[12] S&Es who have joined the workforce during the preceding year are not given a CCS score adjustment. They do not receive a contribution-based pay increase; however, they do receive the standard cost of labor increase ("G") in their basic and locality pay.

[13] "I" is a policy variable used to control salary costs under LabDemo. It replaces the rate of salary growth due to promotions and step increases that would have occurred if the S&E population had remained under the traditional civil service personnel system.

[14] In this step, the original ✆Y for those individuals below the lower rail is reduced by the "I" increase they have already received.

After this process, any individual whose basic pay exceeds that of a GS-15/step 10 has his or her pay capped at the GS-15/step 10 level; the model then reallocates the dollars "saved" by capping back to the workforce proportional to the remaining ☺Y's.

The model also identifies those band II S&Es whose new basic pay exceeds that of a GS-13/step 10 (high-grade category). The model calculates the number of these individuals who can move from band II to band III while still maintaining the 30 percent high-grade limit. It then randomly selects that many to move to the higher band; the remainder then have their basic pay capped at the GS-13/step 10 level, and are given a bonus for the amount of their CCS-determined basic pay that exceeds the cap.

Pay - Once the CCS process is complete and all of the "I" money has been allocated, the model computes new basic and locality pay rates for each S&E. New basic pay equals old basic pay plus the incentive increase determined by CCS, plus "G" -- bonuses for high-grade capped individuals are maintained in a separate data field for one year only. For each year of the simulation the basic pay "G" is set at 2 percent (the same as the Title 5 model). This is the same rate at which the SPL is inflated from year to year. Note that in the simulation everyone in the workforce gets "G", regardless of where they are relative to the SPL. The November 1996 *Federal Register* announcement specified that everyone on or below the upper SPL rail gets a salary increase of at least "G", but allows for those above the upper rail to get less than "G". It is possible to model other approaches for handling "G" if that is of interest to LabDemo policy makers. Locality pay for each employee is inflated each year using the same approach used in the Title 5 model.

Section 3.5 describes studies of pay pool and pay band effects on salary progression that were conducted with this model.

2.8 Organizational Effectiveness Indicators

Most of the evaluation effort for the personnel demonstration projects being conducted in DoD S&T reinvention laboratories (including Air Force LabDemo) is focused on intermediate outcomes, results directly related to changes in the personnel system, such as the time it takes to classify a position. However, the Director, Defense Research and Engineering (DDR&E) which is overseeing the demonstration projects for all Services, as well as the Executive Steering Committee of Air Force LabDemo, are interested in determining if the personnel system interventions will, in combination, result in improvements in laboratory effectiveness.

OPM is planning to address laboratory quality for the Service demonstration projects in their external evaluation effort, as reflected by the ultimate intended outcome component of their General Evaluation Model (see Figure 2.2) and by their Organizational Effectiveness Model (see Figure 2.4). The Air Force internal evaluation will also address laboratory effectiveness issues. In preparation, the following review of Air Force metrics of laboratory quality and reporting procedures was undertaken at the direction of the Executive Steering Committee in February 1997. Potential measures for use in LabDemo evaluation are proposed later in the

discussion. However, at this time, decisions about final measures have not been made by the Committee.

Evaluating the ultimate outcomes of LabDemo, the quality of the research and development (R&D) products of the laboratories, is more difficult than measuring intermediate outcomes for the interventions for several reasons. First, defining measures of the quality of R&D is controversial due to the difficulty in recognizing quality in a timely fashion. Often the impact of R&D is not known until long after the work has been accomplished. Thus many of the metrics used to measure R&D output actually relate to inputs because they are more readily identified. Other measures relate to the near term impact of the R&D, such as publications, patents, and opinions of experts in the field.

A second problem in evaluating the ultimate outcomes of LabDemo is the difficulty in attributing changes in the R&D quality measures to the effects of LabDemo. There are many variables in the R&D production function and the personnel system is just one of them. Despite these difficulties, the evaluation team will attempt to collect data on ultimate outcomes of LabDemo.

The Air Force Materiel Command Science and Technology Directorate (HQ AFMC/ST) has expended considerable effort on defining quality measures for its laboratories and routinely collects data to estimate a number of measures. The *Laboratory Profile Report* (Donnelly, 1996), formerly called the *Quality of Laboratory Report,* has been published for a number of years and reports data on a number of quality measures for the Air Force laboratories. Most of the measures are by laboratory or by research thrust area. The measures are described in section 2.8.1 below. The measures are not intended to be overall measures so using them to track overall lab performance through time is difficult simply due to their number.

In March of 1994 a Tiger Team produced a report, *HQ AFMC/ST Tiger Team Report on Proposed AFMC Laboratory Metrics* (Cupello, et al., 1994), that proposed thirteen measures to assess the aggregate performance of the Air Force Laboratories. Those measures are described in section 2.8.2 below. These measures have never been collected although some of them could be estimated from data available in the *Laboratory Profile Report*. Results from the original report were staffed for comment. Based on comments received, the effort narrowed its focus to seven measures that relate to basic (Program 6.1) research (Cupello, et al., 1996). The revised measures, described in section 2.8.3, have also never been collected.

In FY96, AFMC/ST began publishing the *US Air Force Laboratories Performance Plan* to define metrics used to support compliance with the Government Performance and Results Act (GPRA). AFMC/ST also produces a briefing, *AFMC Science and Technology Quality Performance Indicators*. The metrics for 1996 from both sources are described in section 2.8.4. Comments on measures used by private industry are summarized in section 2.8.5. Finally, candidate measures for use with LabDemo are proposed in section 2.8.6.

Note that OPM, which is conducting the external evaluation for DDR&E of all DoD reinvention laboratory personnel demonstration projects, appears to be inclined to use GPRA-based measures, but, as of June 1997, had not issued a data call.

2.8.1 Laboratory Profile Metrics. Chapter 2 of the *Laboratory Profile Report* includes Scientific Advisory Board quality ratings by Technology Area. It also provides relevance scores given by Air Force Centers by Technology Area. Chapter 3 of the report lists funding profiles and operating costs. The funding profiles include money provided by non-S&T sources. Chapter 4 presents data on laboratory expenditures and in-house man-hours used. Chapter 6 provides data on the laboratory workforce. This data includes the number of civilian S&Es with PhDs.

Chapter 7 lists data on recognitions for the year, both individual and organizational recognitions. The recognitions include the following categories:

- Major Laboratory S&E Awards: S&E awards received at the lab level during the year, such as Laboratory Fellows
- Major Government S&E Awards: S&E awards received above the laboratory level during the year
- Professional Society Awards: Awards received from non-government learned societies during the year
- Grants: Number of non-DoD research grants awarded during the year
- Local Community Recognitions and Awards: Special recognitions or awards from the local community for off-duty contributions during the year
- Honorary Degrees: Number of people who hold an honorary degree, no matter when it was awarded
- Elected/Appointed Office or Chairmanship in the Professional Community: Number of people who hold an elected or appointed office or chairmanship in the professional community during the year
- Invited Speaker or Lecturer: Number of people who received and accepted an unsolicited invitation during the year by a professional organization to provide a speech or lecture at a meeting that is attended by non-government personnel
- Adjunct Faculty Appointments: Number of people who held an adjunct faculty appointment during the year
- Fellows: Number of people who hold the rank of "Fellow" from a professional society, no matter when it was awarded

Chapter 8 presents data on patents, publications and reports. These include the following categories:

- Scientific/Technical Papers in Refereed Journals
- Scientific/Technical Papers in Un-refereed Journals or Reviews
- Scientific/Technical Books
- Scientific/Technical Book Chapters
- Scientific/Technical Papers included in published Conference Proceedings or available for sale by the Society
- Government Technical Reports (In-house)

- Government Technical Reports (Contractor Technical Reports/Notes submitted to the Defense Technical Information Center (DTIC))
- Other Professional Non-Technical Publications
- Oral Presentations at Professional Meetings
- Invention disclosures
- Patent Awards

2.8.2 Tiger Team Metrics. The *HQ AFMC/ST Tiger Team Report on Proposed AFMC Laboratory Metrics* suggests thirteen summary measures of lab performance that are each a single number for the combination of all four laboratories and all thrusts. The thirteen measures are grouped by four categories of laboratory quality: Technological Superiority, Satisfied Customers, Quality Workforce, and Superior Business Practices. The measures are also identified as internal or external, where internal measures rely on AFMC/ST data or opinions of people within AFMC/ST and external measures rely on data or opinions that are external to AFMC/ST. Because each of the these measures is a single number, they would be easy to track over time to help evaluate the effects of LabDemo on the quality of the laboratories. The thirteen measures are summarized in Table 2.7 below.

Table 2.7 Tiger Team Metrics

	INTERNAL	EXTERNAL
TECHNOLOGICAL SUPERIORITY	• (1) Program 6.1 $ per AFMC/ST $	• (2) SAB "Quality" Score • (3) Journal citation impact • (4) # Patents awarded per S&E
CUSTOMER SATISFACTION	• (5) TTPs signed per S&E per year	• (6) TAP "Relevance" Score • (7) Non-AFMC/ST $ per total lab budget (AFMC + non-AFMC) • (8) Customer satisfaction score
QUALITY WORKFORCE	• (9) # Doctorates / S&E • (10) Employee satisfaction score	• (11) # Refereed publications per S&E
SUPERIOR BUSINESS PRACTICES	• (12) # S&E hours spent on ST effort per total available S&E ST hours	• (13) Quality Air Force Score

Definitions of the measures are as follows:

Technology Superiority Measures

1. Program 6.1 $ per AFMC/ST $ (Internal): This metric is the percentage of the total AFMC/ST budget (6.1, 6.2 & 6.3A dollars) spent on Program 6.1 efforts (including Independent Laboratory Innovative Research (ILIR) and Air Force Office of Scientific Research (AFOSR) dollars).

2. Scientific Advisory Board (SAB) Quality Score (External): Each Technical Area Plan (TAP) receives a score from the board and the metric is the average across all TAPs.

3. Journal Citation Impact (External): The number of times the work of the principal (first named) author in a refereed journal or book is cited by others during the five year period after its initial publication divided by the total number of refereed articles published by laboratory S&E personnel during a given year. The Tiger Team recognized that the five year time period for counting citations needs to lag publication date by several years to allow time for work that cites it to be completed and published.

4. Number of Patents Awarded per S&E (External): This measure is the ratio of the number of patents awarded to AFMC laboratory S&Es by the U.S. Patent and Trademark Office to the total number of AFMC laboratory S&Es, during a given year.

Customer Satisfaction Measures

5. Technology Transition Plans Signed per S&E per Fiscal Year (Internal): This metric is the number of Technology Transition Plans (TTPs) which have been signed by an AFMC laboratory director and one or more customers during a given fiscal year divided by the number of AFMC laboratory S&Es during the year.

6. Technology Area Plan (TAP) "Relevance" Score (External): Relevance scores ranging from 1.0 to 6.0 are provided by the applicable Air Force Center on each Thrust Area. The metric is the average of all TAP Relevance scores for all Thrusts.

7. Non-AFMC/ST Dollars Spent per Total Lab Budget (External): This metric is the ratio of non-AFMC/ST dollars spent to the sum of non-AFMC/ST dollars plus AFMC/ST dollars.

8. Customer Satisfaction Scores (External): Annual surveys of lab customers are conducted using a rating scale of 1 to 6. This metric is the average score across all ratings.

Quality Workforce Measures

9. Number of Doctorates per S&E (Internal): This metric is the fraction of Lab S&Es with earned doctoral degrees.

10. Employee Satisfaction Score (Internal): This is a proposed metric that would require use of a common employee attitude survey each year. The metric would be the average score on that survey.

11. Number of Peer-Reviewed Publications per S&E (External): This metric is the ratio of the number of peer reviewed works appearing in journals, books, and proceedings per S&E. Based on the rest of the metrics, this one may be an annual measure involving only those publications from a given year, as opposed to using lifetime publications; however, the report is unclear on this point.

Superior Business Practices

12. Number of S&E Hours Spent on ST Activities per Total S&E Hours Available (Internal): This metric is the ratio of S&E hours charged to authorized research projects with valid Job Order Numbers to total S&E hours available. Total available will be approximately the average size of the S&E workforce times the number of hours available in a year, about 1920.

13. Quality Air Force (Malcolm Baldridge) Assessment Score (External): The assessment score is composed of seven component scores in the areas of 1) leadership, 2) information and analysis, 3) strategic quality planning, 4) human resource development and management, 5) management of process quality, 6) quality and operational results, and 7) customer focus and satisfaction. The metric would be the average score across the laboratories.

2.8.3 Revised Tiger Team Metrics. The revised metrics evolved from those developed by the original Tiger Team effort. In the change, the metrics focus more on processes and are limited to measures related to 6.1 (basic) research. The development of these metrics are discussed in the report, *Report on the Armstrong Laboratory "Basic Research Metrics" Tiger Team, Second Revision*, 30 Oct 1996. Table 2.8 summarizes the metrics and generalizes them from Armstrong Lab to all AFMC/ST labs.

Table 2.8 Revised Tiger Team Metrics

	INTERNAL	EXTERNAL
SCIENTIFIC EXCELLENCE		• (1) Citation Impact
SATISFIED CUSTOMERS	• (2) "Matching Funds"	• (3) Peer Quality Score • (4) AFOSR Relevance Score
PRODUCTIVITY	• (5) New Initiative Cycle Time	• (6) # Peer reviewed publications and patents per basic research $ • (7) # Peer reviewed publications and patents per basic research S&E

Definitions of the measures are as follows:

Scientific Excellence

1. Citation Impact (External): This metric is the total number of peer reviewed publications (papers, books, and monographs) and patents "accepted" annually, per basic researcher within the laboratory.

Satisfied Customers

2. "Matching Funds" (Internal): This metric is the amount of AFMC/ST money applied to basic research tasks as a percentage of the size of the annual AFOSR basic research budget.

3. Peer Quality Score (External): Note that this metric has changed from that in the 30 Oct 96 version of the report. A board of external reviewers will be hired to rate the quality of each basic research effort. The metric will be the average of the individual task quality scores for all laboratory basic research efforts.

4. AFOSR Relevance Score (External): This metric is the average of the individual task relevance scores for all laboratory AFOSR funded projects.

Productivity

5. New Initiative Cycle-Time (Internal): This metric is the time lag between when funds are received from a funding agency (AFMC/ST, AFOSR, extramural, etc.) and the first submission of (1) a form requesting clearance of a manuscript for submission to a peer reviewed publication, or (2) an invention disclosure to the USAF Patent division, whichever comes first.

6. Number of Peer Reviewed Publications per Basic Research Dollar (External): This metric is the total number of peer reviewed publications (papers, books, and monographs) and patents "accepted" annually, per basic research dollar (including both AFOSR and other sources of basic research funding).

7. Number of Peer Reviewed Publications per Basic Researcher (External): This metric is the total number of peer reviewed publications (papers, books, and monographs) and patents "accepted" annually, per basic researcher in the laboratory.

2.8.4 Government Performance and Results Act (GPRA) and Quality Performance Indicator (QPI) Metrics. Two other sources of metrics for lab quality and organizational effectiveness are the *US Air Force Laboratories Performance Plan* and a briefing, *AFMC Science and Technology Quality Performance Indicators*. The Performance Plan is submitted to the Director of Defense Research and Engineering under the auspices of the Government Performance and Results Act or

GPRA. The 1996 report was the first such report under GPRA. The report lists Air Force Materiel Command objectives that are related to the S&T mission element and identifies command metrics related to the objectives for which S&T has primary responsibility. The Command Objectives and S&T Command Metrics are listed below.

Command Objective # 1: Plan and meet all commitments through interaction with our customers and suppliers.

> **S&T Command Metric:** Customer Commitment: Internal and external customer commitments met will be measured. The desired outcome is to achieve high customer satisfaction and continuous improvement in S&T products, services and processes.

Command Objective # 4: Continuously improve the quality and relevance of technology development and its timely application.

> **S&T Command Metrics:** Quality and Relevance: The "right technology" metric measures quality, as measured by the Scientific Advisory Board (SAB), versus relevance, as measured by the users. This metric is designed to increase the quality of Air Force S&T along with technologies that are most relevant to users.
>
> Timely Transition and Application: Measures organizational commitment to technology transition (teamwork) and technology availability for transition (timeliness). The percentage of the "top ten" technology demonstrations for each customer that are funded, unfunded, or partially funded will be tracked. This metric is designed to drive timely transition of technology to users.

Command Objective # 5: Aggressively share our dual-use technology and technical capabilities with the US public and private sectors.

> **S&T Command Metric:** Technology Transfer: This metric measures the number and investment level of technology transfer agreements. The desired outcome is to increase transfer of technology from the military to private sector.

Command Objective # 7: Aggressively plan and execute environmental pollution prevention, compliance, and restoration programs.

> **S&T Command Metric:** Environmental Technology Development Needs: This metric charts the percentage of high-priority environmental needs funded versus execution timeliness of funded projects. The desired outcome is to fund 100 percent of high priority needs and to execute 100 percent of high priority projects on time.

Command Objective # 9: Champion solutions that facilitate joint requirements and services.

> **S&T Command Metric:** Progress in Meeting Joint Goals: This metric tracks how the laboratories are progressing in meeting S&T goals as stated in the Defense Technology

Plan. The desired outcomes are to ensure the goals are compatible with joint solutions and are also being met as planned.

The *AFMC Science and Technology Quality Performance Indicators* briefing which is presented to the AFMC Commander provides data on a number of QPIs in graphical form. The QPIs tracked include:

- Percentage of Major Command deficiencies addressed by funded projects
- Percentage of AFMC infrastructure needs addressed by funded projects
- Percentage of ongoing Advanced Technology Demonstrations (ATDs) with signed technology transition plans
- Percentage of top ten ATDs fully funded
- International leveraging of funding
- Percentage of Air Force infrastructure requirements matched to industry Independent Research and Development efforts
- Signed technology transfer agreements and industry investment
- Science and Technology contracting and assistance lead times
- Science and Technology obligation and expenditure rates
- Percentage of S&Es with doctoral degrees

2.8.5 Measures Used by Private Industry. Private industry also struggles with measuring R&D productivity or quality. Schainblatt (1982) claims that:

> "There are no currently used systems for measuring the productivity of scientific and engineering groups without substantial flaws. Nor does the literature on productivity measurement offer encouragement that suitable systems will soon be available."

Further, he found that only about one-fifth of R&D managers in the major companies in his study even tried to measure R&D productivity.

Not everyone is as pessimistic. Brown and Svenson (1988) argue for the inclusion of external measures to avoid bias. They also propose that no more than six or eight measures be used. They recommend that measures cover three dimensions: quality, quantity, and cost; and that return on investment be emphasized.

Thor (1991) proposes that measurement include a family of metrics that can be combined into an overall score using an objectives matrix. No one measure is completely valid, but if a family of measures all indicate high or low quality, one should pay attention. Note that an objectives matrix is used in *"Basic Research Metrics" Tiger Team (Second Revision)*.

Frame (1983) mentions a number of metrics that are similar to those mentioned earlier. He observes that bibliometric measures, publications and citations, become less useful as research progresses to development. The work then tends to become proprietary and is not as likely to be published.

Fusfeld and Langlois (1982) edit papers from a conference on R&D productivity. The papers generally agree that although measuring the productivity of R&D organizations is difficult, continuing the search for useful measures is worthwhile.

2.8.6 Proposed Lab Quality Measures for LabDemo. Three principles guided the selection of measures to propose to the Executive Steering Committee for use in evaluating the effects of LabDemo: (1) choose metrics that AFMC/ST is already collecting, thereby indicating they are important to the organization, (2) choose metrics that measure the people or direct products of the people, and (3) choose a variety of metrics that together address 6.1, 6.2, and 6.3 efforts. LabDemo's primary impact is on the people assigned to the laboratories, so metrics that are driven by management concerns, such as the contracting lead times and obligation rates, are not proposed here.

The following set of seven measures is proposed, including both internal and external measures. No attempt is made at this point to use an objectives matrix or any other method to combine the measures into a single composite.

Two of the quality workforce measures from section 2.8.2:

1. number of doctorates per S&E
2. number of refereed publications per S&E

Refereed publications tend to favor basic research. As indicated in section 2.8.5, in private labs, development work is treated as proprietary and tends to not be published. In the Air Force labs, as work advances from 6.1 funding toward 6.3 funding, the clients become more interested in products and less interested in publications. Results of these efforts tend to be published in lab technical reports rather than in refereed sources. Data reported in Chapter 8 of the *Laboratory Profile Report* can be used to construct the following proposed measure:

3. Number of government technical reports per S&E

Only in-house reports would be included.

From section 2.8.2, two measures from the technological superiority section are proposed:

4. Number of patents awarded per S&E
5. SAB quality score

One customer satisfaction measure is also included from section 2.8.2:

6. Non-AFMC/ST funding per total lab budget

Another metric can be constructed from the recognitions discussed in section 2.8.1 as follows:

7. Number of recognitions per year per S&E

Recognitions are drawn from those reported in the Chapter 7 of the *Laboratory Profile Report*. Only individual recognitions would be used and those related to community service would not be counted.

Measures involving citation impact and customer surveys would also be proposed if AFMC/ST were collecting the data.

Several sources, including the *Laboratory Profile Report*, can be used to estimate the percentage of S&Es with PhDs. That report also contains data that can be used to estimate the other six measures, although the data needed for several measures are reported for all S&Es, military and civilian. Data for the report are provided by the lab plans offices. When the Armstrong lab plans office was contacted, they indicated that, if requested, they could report publications, patents, and recognitions for just civilian S&Es. They also indicated that *Laboratory Profile Report* data have not been requested by AFMC/ST for 1996 which is the baseline period for LabDemo data collection.

Measure 1. The percentage of S&Es with PhDs can be estimated from data printed in the *Laboratory Profile Report*. Value of the measure for FY95 was 663/2,807 or 23.6 percent.

Measure 2. The *Laboratory Profile Report* gives data that can be used to compute the number of refereed publications across military and civilian S&Es. Future data calls could specify that publication data be reported separately for civilian employees. For FY94 the measure for combined military and civilian S&Es was 1,047/3,782 or 0.277.

Measure 3. The *Laboratory Profile Report* gives data that can be used to compute the number of in-house government technical reports across military and civilian S&Es. Future data calls could specify that this data be reported separately for civilian employees. For FY94 the measure for combined military and civilian S&Es was 391/3,782 or 0.103.

Measure 4. The *Laboratory Profile Report* provides data that allows computation of the number of patents awarded per S&E across both military and civilian S&Es. Future data calls could specify that patent data be reported separately for civilian employees. For FY95 the combined measure for military and civilian S&Es was 75/3,782 or 0.02.

Measure 5. The *Laboratory Profile Report* provides Scientific Advisory Board quality scores by Technology Area Plan (TAP). The scores are numerical, 1.0 to 6.0, but also include a categorical component using the following four quality categories:

I	World class, revolutionary impact
II	Excellent, national resource, high value
III	Good, solid, clear value
IV	Needs attention

The proposed measure is the percentage of TAPs rated as world class or excellent. For FY95 this measure is 15/36 or 0.417.

Measure 6. The *Laboratory Profile Report* provides funding data that allows computation of the ratio of non-AFMC/ST dollars spent to the sum of non-AFMC/ST dollars plus AFMC/ST dollars. For FY95, the value of the measure was $1,131.1 million divided by $2,272.8 million, or 49.8 percent.

Measure 7. This measure can be estimated across both military and civilian S&Es from data in the *Laboratory Profile Report*. The individual recognitions except the category of Local Community Recognitions and Awards are totaled and divided by the number of S&Es. Future data calls could specify that recognition data be reported separately for civilian employees. For FY94, the measure for combined military and civilian S&Es was 1,210/3,792 or 0.319.

If the seven proposed measures are chosen for measuring lab quality, they would need to be estimated for 1996 and each subsequent year to permit trend monitoring. AFMC plans to collect data so that the FY96 edition of the *Laboratory Profile Report* can be published. The report format will be modified to include publications, patents, and awards for civilian S&Es in addition to combined military and civilian counts. The AFMC also plans to continue publication of the report after the four labs are consolidated into one.

3. Pre-Implementation Baseline Information

3.1 Overview

This section summarizes the baseline data collected on the Air Force LabDemo workforce prior to implementation of the demonstration on 2 March 1997. First, the demographic characteristics of the S&E workforce as it existed on 31 December 1995 and 31 December 1996 are described and compared. Then workforce attitudes from July-August 1996 are summarized as they relate to awareness of the demonstration, support for the demonstration, and need for the demonstration. Workforce perceptions of the formal LabDemo training that was delivered in January-February 1997 are presented. Finally, results of modeling and simulation studies conducted during 1996 and 1997 to support formative evaluation of LabDemo interventions are described.

3.2 Characteristics of the Workforce

3.2.1 CY95 Workforce Data. Descriptive statistics for the CY95 file are contained in Appendix F. These were generated using the Personal Computer (PC) version of SAS®. Only records for S&Es meeting the criteria for participation in Air Force LabDemo were selected for analysis. The criteria included pay plan (GS or GM), grade (7, 9, 11, 12, 13, 14, and 15), and job series (one of the 41 listed in the 15 May 1996 *Federal Register* announcement). Except for the table on separation actions, all statistics in Appendix F are for the population that was on-board on 31 December 1995.

3.2.2 CY96 Workforce Data. Descriptive statistics for CY96 are contained in Appendix G. These follow the same format as the CY95 statistics and were generated with the same program. The CY96 file includes records on personnel from two organizations that will become part of Air Force LabDemo several months after it is implemented. These organizations will be added to LabDemo because of a decision to consolidate all Air Force research functions into a single laboratory in FY97; they are: (1) the Science and Technology Directorate of Headquarters Air Force Materiel Command, and (2) the Air Force Office of Scientific Research. Individuals in these two organizations are excluded from the 1996 summary statistics so that meaningful comparisons between 1995 and 1996 can be made.

3.2.3 Comparison of CY95 and CY96. Table 3.1 on the next page shows selected workforce characteristics for both 1995 and 1996 and the change between the two years.

Table 3.1 Selected Workforce Characteristics for CY95 and CY96

	CY95	CY96	Change
Population:			
End-Year S&E Population	2,786	2,693	-93 (-3.3%)
- Armstrong Lab	308	307	-1 (-.3%)
- Phillips Lab	562	534	-28 (-5.0%)
- Rome Lab	504	478	-26 (-5.2%)
- Wright Lab	1,412	1,374	-38 (-2.7%)
Separations	153	138	-15
Experience:			
Average Age	43.8	44.5	+0.7 yrs
Average Years of Civil Service	17.0	17.6	+0.6 yrs
Average Years in the Lab	15.0	15.4	+0.4 yrs
Managers/Supervisors:			
Percent Supervisors	18.8%	18.4%	-0.4 pp[15]
General Managers (GMs)	413	340	-73
Grade/Step:			
Average Grade	13.09	13.13	+0.04
Percent GS/GM-13/14/15	70.4%	75.1%	+4.7 pp
Average GS Step	6.16	6.40	+0.24
Percent GS Step 10	12.1%	13.7%	+1.6 pp
Demographics:			
Percent Female	9.5%	9.5%	None
Percent Black	2.3%	2.2%	-0.1 pp
Percent Hispanic	3.4%	3.5%	+0.1 pp
Education:			
Percent with Master's Degree	41.9%	42.3%	+0.4 pp
Percent with Doctorate	21.5%	22.4%	+0.9 pp
Personnel Info:			
Servicing Personnel Offices	13	10	-3 (-23.1%)
Percent with Career Appointment	97.5%	97.8%	+0.3 pp
Percent Electronics Engineers	34.0%	33.2%	-0.8 pp
Percent Aerospace Engineers	16.2%	15.9%	-0.3 pp
Performance:			
Percent with Rating=2 above FS	34.1%	38.3%	+4.2 pp
Pay			
Average Basic Pay	$61,368	$63,567	$2,199 (+3.6%)
Percent Receiving Special Rate	24.9%	20.7%	-4.2 pp
Percent Receiving Locality Pay	83.8%	86.1%	+2.3%
Average Locality Pay	$2,783	$3,137	$354 (12.7%)
Total Cost (Basic + Locality)	$177.47M	$178.47M	+$1M (+.56%)

[15] pp = percentage point

3.2.4 Significant Workforce Trends. In CY96 the Air Force LabDemo S&E workforce continued to get smaller, older, and more expensive. End-year strength declined by 93 after 138 separations, which means that only 45 new hires were brought into the four Air Force labs during the year. The Rome Lab had the largest strength drop (5.2 percent) while the Armstrong Lab had the smallest drop (0.3 percent).

The average S&E is now 44½ years old with about 17½ years of Civil Service, 15½ in the lab. All measures of seniority and experience increased in 1996 because of the small number of new hires. Both the average grade and step increased -- just over 75 percent of the workforce is now in the top three grades (13-15), and 13.7 percent of the GS employees are at step 10. The number of GS-12s declined by 150 during the year while the number of GS/GM-13s increased by 94, indicating a surge in promotions to grade 13.

The racial and gender composition of the workforce changed very little in 1996 (still predominately white male), while the education level increased slightly. The percentage of S&Es with performance ratings in the highest category increased from 34.1 to 38.3 percent.

The average basic pay rate increased 3.6 percent; the proportion drawing locality pay increased slightly and the average locality pay rate increased 12.7 percent. Even though the workforce got smaller during CY96, the annual payroll cost increased by a million dollars due to the higher average grades and steps and cost-of-labor pay increases.

3.3 Workforce Attitudes

To better understand the attitudes of the S&E population initially included in LabDemo, the Air Force conducted its own analysis of the survey data file provided by OPM. Using only respondents who identified themselves as "Scientist/Engineer" in item 7 of the survey (see Appendix B), a total of 1,691 out of 3,024 records were selected for this analysis.

Appendix C contains complete response distributions for each survey item. The first 14 items are respondent demographic distributions. The attitudinal questions start with item 15; there are three distribution tables per page for each attitudinal item. The first table shows response percentages for each response scale point by Air Force lab, broken down by supervisors and non-supervisors within each lab. The second table in each set is like the first except the response scale points are grouped into two categories in the same way they are in the OPM analysis; i.e., "Strongly Agree" and "Agree" are combined, as are "Strongly Disagree" and "Disagree" [16]. The

[16] For a sample of 1,691 and a worst-case split of 50/50 (maximum variation in a two-category response), the standard error of a percentage is given by the following formula:

$$S.E. = 100\sqrt{\frac{pq}{n}} = 100\sqrt{\frac{(.5)(.5)}{1{,}691}} = 1.216\%$$

The 95 percent confidence interval is plus or minus 1.96 times the standard error, or ✂2.38 percentage points. In other words, we can be 95 percent confident that the true population response values would fall within about plus or minus two percentage points of the reported sample response values.

third table in each set gives the mean response, sample size (N), and number of missing responses broken down by lab and supervisory status.

Most of the pre-implementation attitude data contained in Appendix C are relevant to LabDemo only as a baseline against which to compare post-implementation attitudes at future points in time. There are, however, a few insights in the data that are important to the evaluation of LabDemo even before it is implemented. These are as follows, along with the specific survey items that substantiate the insights. The percentage values for the other Services are based on the OPM analysis of survey response data from Army and Navy demonstration participants and were extracted from their 16 December 1996 presentation to DDR&E.

3.3.1 Awareness of LabDemo. Based on the following two survey items, it appears that the Air Force has done a good job informing its S&Es about LabDemo:

Item 30. *"Are you aware of DoD's legislative authority to implement a demonstration personnel system similar to the Navy Demonstration personnel system at China Lake and in San Diego?"* (Yes = 93%; Army = 46%, Navy = 60%)

Item 31. *"Have you received any information about a demonstration project at your laboratory/center/activity?"* (Yes = 94%; Army = 41%, Navy = 58%)

At the time of the survey, the Air Force was the closest of the three Services to implementing its demonstration, so a somewhat higher awareness rate would not be unexpected. However, the exceptionally high rate is undoubtedly due to the aggressive publicity and orientation program conducted by the Air Force LabDemo Project Office. Given the intense, multi-media orientation and publicity campaign, it is not surprising that over 90 percent of the S&Es surveyed in the summer of 1996 were aware of and had received material on the Air Force LabDemo.

3.3.2 Support for LabDemo. Based on the following survey item, Air Force S&Es are not sure they support LabDemo:

Item 31b. *"If yes [to #31], are you in favor of the demonstration project proposed for your organization?"* (Yes = 32%; Army = 37%, Navy = 49%)

This response, however, is typical at the start of a demonstration project and should improve over time. Only 29 percent of the workforce indicated support for the China Lake demonstration prior to its implementation in 1980 (Schay, undated); by 1996 support had increased to 73 percent (OPM 16 December 1996 presentation to DDR&E).

During February 1997 the following similar question was asked as part of the LabDemo training evaluation process (see Section 3.4 for complete training evaluation):

> *The LPD is likely to be an improvement over the current civilian personnel management system (Strongly Disagree, Disagree, Slightly Disagree, Slightly Agree, Agree, or Strongly Agree)*

Of 1,566 responses to this question, 67.1 percent either slightly agreed, agreed, or strongly agreed. While half of the positive responses (33.5 percent) were in the "slightly agree" category, the fact that over half of the S&Es surveyed just prior to LabDemo implementation (and just after training) felt that it will be better than the old system indicates that support for LabDemo has grown since the July 1996 OPM attitude survey.

3.3.3 Perceptions Concerning the Need for LabDemo. Based on responses to the following items, it appears that LabDemo addresses issues Air Force S&Es identify as problems:

Relating pay to contribution:

Item 25. *"Under the present system, financial rewards are seldom related to employee performance."* (40% Agree/Strongly Agree)

Item 38. *"In this organization, pay raises depend on my contribution to the Organization's mission."* (24% Agree/Strongly Agree)

Item 52. *"Pay differentials here fairly represent real differences in levels of responsibility and job difficulty."* (20% Agree/Strongly Agree)

Simplifying the classification process:

Item 55. *"Our classification system is flexible enough to respond to changing requirements."* (14% Agree or Strongly Agree)

Item 56. *"It takes too long to get classification decisions approved in this organization."* (39% Agree/Strongly Agree)

Reducing the time needed to fill vacancies:

Item 62. *"It takes too long to process the paperwork needed to fill vacancies here."* (50% Agree/Strongly Agree)

Comparing Air Force and China Lake supervisor responses indicates LabDemo should mitigate those problems.

Setting Pay:

Item 126. *"I have enough authority to determine my employees' pay."* (8% Agree/Strongly Agree; 41% at China Lake today)

Classification:

Item 127. *"I am satisfied with the classification procedures used in this organization."* (19% Agree/Strongly Agree; 54% at China Lake today)

Item 129. *"I have enough authority to influence classification decisions."* (32% Agree/Strongly Agree; 53% at China Lake)

Speed in hiring:

Item 131. *"Negotiation over job classification has delayed the hiring process in my unit."* (28% Agree/Strongly Agree; 10% at China Lake)

3.3.4 S&Es Perceptions of their Supervisors. Describing written and verbal feedback received at the four Air Force LabDemo public hearings held in June 1996, the November 1996 *Federal Register* announcement reports the following:

> "Those employees who commented were greatly concerned that the demonstration gives more authority and responsibility to laboratory supervisors and managers. With the feeling that many supervisors currently do not properly execute supervisory responsibilities or utilize the power and tools provided under the current management system, these employees fear a new system that gives supervisors additional authority over their career and pay."

The six survey items below relate to employee perceptions of their supervisors. It is interesting to note that, while Air Force S&Es indeed have concerns about their supervisors, so do employees in the other service labs, including the China Lake labs that have been under a revised personnel system for many years. The Air Force labs do not appear to have a supervisory problem any more or less severe than do the other service labs. Numbers reported below are percentages who agree or strongly agree with the statement:

Item 79. *"In general, disciplinary actions taken in this organization are fair and justified."*
(Air Force=31%, Army=36%, Navy=38%, China Lake=47%)

Item 114. *"My supervisor takes corrective action when problems arise."*
(Air Force=54%, Army=53%, Navy=52%, China Lake=57%)

Item 115. *"I have trust and confidence in my supervisor."*
(Air Force=63%, Army=60%, Navy=59%, China Lake=60%)

Item 116. *"My supervisor recognizes my personal accomplishments."*
(Air Force=62%, Army=63%, Navy=60%, China Lake=62%)

Item 117. *"My supervisor gives me adequate information on how well I am performing."*
(Air Force=48%, Army=53%, Navy=51%, China Lake=51%)

Item 121. *"My supervisor and I agree on what good performance on my job means."*

(Air Force=54%, Army=61%, Navy=57%, China Lake=58%)

3.3.5 Other Attitude Data. The Expanded Intervention Impact Model at Appendix A lists 66 survey items that are relevant for measuring the impact of one or more of the LabDemo interventions. The baseline (pre-implementation) values for these 66 items are contained at Appendix C. In subsequent internal evaluation reports, attitudinal shifts resulting from the LabDemo interventions will be reported by tracking changes in the responses to these 66 items over time.

3.4 Ratings of Formal LabDemo Training

The following sections summarize the 1,624 questionnaires that were completed and returned by S&Es who attended the video training sessions in February 1997. The questionnaire (Appendix D) was designed to measure employees' perceptions of how much their understanding of LabDemo increased as a result of the training, their attitudes toward the training and LabDemo, and the amount of documentation on LabDemo they had read prior to the training. Narrative comments written on the questionnaires are also summarized below, as are recommendations for future LabDemo training.

3.4.1 Increases in Understanding of LabDemo. Table 3.2 contains percentage distributions for the first eight items on the questionnaire, which address increases in understanding of various aspects of LabDemo as a result of the video training.

Table 3.2 Amount of Understanding Increase from Video Training

Lab Demo Topic	Not at All	Small Amount	Moderate Amount	Large Amount	Very large Amount	N
1. Position Classification	6.3%	26.1%	42.3%	22.2%	3.1%	1,609
2. CCS Philosophy	5.2%	18.3%	37.7%	32.6%	6.2%	1,609
3. Assessing Contribution	5.2%	23.7%	42.1%	25.2%	3.7%	1,609
4. Assigning Compensation	4.6%	22.6%	43.3%	25.4%	4.1%	1,603
5. Step buy-in	8.3%	15.7%	29.7%	32.0%	14.2%	1,587
6. Conversion to LabDemo Pay	6.6%	18.5%	34.0%	30.3%	10.5%	1,588
7. RIF Process	5.4%	19.7%	40.0%	27.2%	7.7%	1,554
8. CCS Supervisors' Meeting	4.3%	18.5%	40.6%	30.1%	6.5%	552 (Supervisors Only)

Overall, the videos appeared to be effective in increasing employees' knowledge of the demonstration project. Over 90 percent of the respondents reported that the training session contributed to their understanding of LabDemo -- at least to a small degree. Further, between 68 and 75 percent of the employees indicated their level of understanding improved by a moderate, large, or very large amount on all eight topics. Fewer than ten percent, and usually only about five percent, of the employees chose the "not at all" option. Through this rating respondents

indicated that they perceived the training had little benefit as a means of improving their knowledge of the reasons and procedures for specific interventions.

Table 3.3 shows means and standard deviations for responses to questionnaire items 1-8. The numerical response scale ranges from 1 ("Not at All") to 5 ("A Very Large Amount").

Table 3.3 Items 1-8 Response Means and Standard Deviations

Lab Demo Topic	Mean	Standard Deviation	N
1. Position Classification	2.90	0.92	1,609
2. CCS Philosophy	3.16	0.97	1,609
3. Assessing Contribution	2.98	0.92	1,609
4. Assigning Compensation	3.02	0.91	1,603
5. Step buy-in	3.28	1.14	1,587
6. Conversion to LabDemo Pay	3.20	1.07	1,588
7. RIF Process	3.12	0.99	1,554
8. CCS Supervisors' Meeting	3.16	0.95	552 (Supervisors Only)

The videos on buy-in, conversion, and RIF had the largest impact on employees' understanding. The step buy-in topic received the highest average understanding increase score (3.28 on a scale of 1 to 5) and the highest combined percentage reporting a large or very large increase in understanding (46.2 percent). Conversion to LabDemo pay received the second highest average understanding increase score (3.20) and the second highest combined percentage reporting a large or very large increase in understanding (40.8 percent). Since the training was conducted in February 1997 and LabDemo buy-in and pay conversion occurred on 2 March, these two issues were undoubtedly of great interest to the workforce, which probably accounts for the impact the video had on their understanding.

The video on position classification had the least impact on understanding of LabDemo. The average rating was 2.90 and only 25.3 percent reported a large or very large increase in understanding. During January and February all LabDemo S&E position descriptions were converted by supervisors to the new Statement of Duties and Experience (SDE), so employees' level of understanding of this process was probably already high prior to their attendance at the training session. Responses to the first eight items are positively correlated with one another, with coefficients ranging from 0.40 to 0.81[17]. This indicates that individual employees reported similar levels of increase in understanding across topics. Employees who perceived the video training was highly beneficial on one topic tended to report similarly high increases in

[17] A complete intercorrelation matrix for all questionnaire items is in Appendix H. Due to the large number of cases in the analysis, even small coefficients reached or exceeded critical values for statistical significance at ✂ = 0.05 or lower. Only effects judged to be appreciable (r > 0.25) are discussed in this paper.

understanding on other topics. Conversely, employees who reported they learned little from a video on one particular topic tended to give low training effectiveness ratings to the other videos.

About 27 percent of Air Force lab S&Es work in organizational units which are not co-located with the headquarters. However, all LabDemo implementers and most of the staff responsible for developing and overseeing implementation of the interventions were at headquarters locations. To test whether locations had any effect on training effectiveness, survey responses for items 1 through 8 were compared for two groups of employees, those S&Es assigned to lab headquarters locations and those assigned to lab field office locations. For this analysis a single measure of the amount of understanding increase was computed for each of the eight LabDemo topics for each group. The two groups were compared on the percent of employees responding "Large Amount" or "Very Large Amount" -- the results are shown in Table 3.4.

Table 3.4 Reported Increase in Understanding by Location (Percent Responding "Large Amount" or "Very Large Amount")

Lab Demo Topic	Headquarters Locations	Field Office Locations	Significantly Different? (α = 0.05)
1. Position Classification	24.7% (310.5/1,257)[18]	27.6% (97/352)	No
2. CCS Philosophy	36.7% (461/1,256)	46.2% (163/353)	Yes
3. Assessing Contribution	28.0% (351.5/1,257)	32.4% (114/352)	No
4. Assigning Compensation	28.7% (361.5/1,258)	32.5% (112/345)	No
5. Step buy-in	44.9% (558.5/1,245)	51.5% (176/342)	Yes
6. Conversion to LabDemo Pay	38.7% (481/1,244)	48.5% (167/344)	Yes
7. RIF Process	33.6% (410/1,220)	39.5% (132/334)	Yes
8. CCS Supervisors' Meeting	36.2% (154/425)	37.8% (48/127)	No

For all eight of the LabDemo topic areas, a higher percentage of respondents in the field office locations reported large or very large increases in their level of understanding compared to respondents in the headquarters locations. The largest differences between the two groups were observed for the LabDemo pay conversion and CCS philosophy topics. Nearly ten percent more respondents in field locations reported that these videos increased their understanding by a large or very large amount, compared to employees assigned to lab headquarters locations. The smallest differences between the two groups (less than three percent) were observed for the position classification and CCS supervisors' meeting videos. The differences were statistically significant at the 0.05 level for four of the eight topics[19].

[18] Fractional N's result from responses marked between scale points on the questionnaire. In these cases two records were created in the analysis file, one for each scale point adjacent to the mark, with a weight of 0.5 on each record.

[19] See Neter, et al. (1973) or a similar text for statistical decision making concerning differences between two population proportions.

The finding that video training had a larger impact at field locations is not unexpected; headquarters personnel were probably exposed to more information on the project prior to the video training than were their counterparts in the field.

3.4.2 Attitudes Toward Training and LabDemo. Table 3.5 contains percentage distributions for questionnaire items 9 through 13, which address attitudes toward the training and LabDemo. Note that the 6-point agree-disagree response scale has been collapsed into two categories for display purposes -- the complete scale distribution is contained in Appendix H. In the table "LPD" stands for Laboratory Personnel Demonstration, or LabDemo.

Table 3.5 Attitudes Toward the Video Training and LabDemo

Questionnaire Item	Agree	Disagree	N
9. This training helped me understand why the LPD is being conducted	76.7%	23.3%	1,594
10. I need additional training on the LPD	41.8%	58.2%	1,598
11. Too much information was presented in this course	22.5%	77.5%	1,586
12. This training helped me understand the benefits of LPD	71.7%	28.9%	1,599
13. The LPD is likely to be an improvement over the current civilian personnel management system	67.1%	32.9%	1,571

Attitudes toward the video training and LabDemo were generally quite positive. About three out of four respondents agreed that the training enhanced their understanding of the need for and the benefits of LabDemo, and two out of three perceived LabDemo to be an improvement over the current system. Less than one out of four stated that too much information was presented in the course, and over 40 percent indicated they need more training.

From the intercorrelation matrix in Appendix H it can be seen that responses to items 9 and 12 were somewhat correlated with responses to the first eight items (coefficients range from 0.33 to 0.49), indicating that those employees who reported increased understanding of the LabDemo topics also tended to report increased understanding of the need for and benefits of the project. Responses to items 9 and 12 were highly correlated ($r = 0.70$). It is interesting to note that responses to item 13 were moderately correlated with responses to both items 9 ($r = 0.48$) and 12 ($r = 0.60$), indicating that those employees who agreed that the video training enhanced their understanding of why LabDemo is being conducted and what the benefits are expected to be, also agreed that it will be an improvement over the Title 5 system.

Table 3.6 compares the agreement percentages for employees assigned to field offices to those for employees who work in headquarters locations. Significantly higher percentages (about 7 to 9 percent) of field office personnel agreed that the video training helped them understand why LabDemo is being conducted and the benefits to be obtained. However, this employee group also reported a greater need for follow-on training (47.9 percent compared to 40.1 percent for headquarters personnel). Rates of agreement on the amount of material presented in the course and the improvement LabDemo might offer over the current system did not significantly differ between headquarters locations and field office locations.

Table 3.6 Attitudes Toward the Video Training and LabDemo by Location (Percent Responding "Slightly Agree", "Agree", or "Strongly Agree")

Questionnaire Item	Headquarters Locations	Field Office Locations	Significant Difference? (✂ = 0.05)
9. This training helped me understand why the LPD is being conducted	75.1% (933/1,243)	82.3% (289/351)	Yes
10. I need additional training on the LPD	40.1% (500/1,247)	47.9% (168/351)	Yes
11. Too much information was presented in this course	23.5% (291/1,237)	19.5% (68/349)	No
12. This training helped me understand the benefits of LPD	69.0% (861.5/1,248)	78.8% (276.5/351)	Yes
13. The LPD is likely to be an improvement over the current system	66.4% (812.5/1,223)	69.1% (240.5/348)	No

3.4.3 Amount of Documentation Read. Table 3.7 contains the percentage distributions for items 14, 15, and 16. These items ask respondents to indicate how much of three key LabDemo documents they have read. About 85 percent of the respondents indicate they had read at least some of the scripted briefing training manual, the primary training delivery vehicle. Readership was somewhat lower for the other two sets of documents -- about 78 percent reported reading at least some of the two *Federal Register* announcements, and about 65 percent had read at least some of the seven LabDemo newsletters published prior to implementation. However, over a third of the respondents had not read any of the newsletters, and only about one out of four reported reading all or a large amount of the *Federal Register* announcements, even though copies were provided for every LabDemo participant. Moreover, one out of every three respondents reported reading none or only a small amount of the scripted briefing training manual.

Table 3.7. Amount of LabDemo Documents Read

Lab Demo Document	None	Small Amount	Moderate Amount	Large Amount	All	N
14. *Federal Register* Announcements	21.6%	28.4%	25.4%	13.7%	10.9%	1,600
15. Scripted Briefing Training Manual	14.6%	22.2%	27.5%	21.2%	14.6%	1,601
16. LabDemo Newsletters	34.3%	27.6%	23.4%	9.7%	5.0%	1,591

A significantly higher percentage (at ✂ = 0.05) of respondents in field office sites (43.2 percent) reported reading a "Large Amount" or "All" of the scripted briefing training manual than did those in headquarters locations (33.6 percent). The percentage of employees who had read all or a large amount of the *Federal Register* announcements and the newsletters was not significantly different across locations.

A final analysis of readership patterns revealed a modest relationship for amount read among the three sets of documents. How little or much an employee read of one document tended to relate to how little or much they read of the other two documents. The correlation coefficients are as follows:

Item 14 with Item 15: r = 0.46
Item 15 with Item 16: r = 0.36

Item 14 with Item 16: r = 0.42

There was a statistically significant inverse relationship between the amount of the *Federal Register* read before the video training (item 14) and the amount of understanding gained during the training (items 1-8); however, the correlation coefficients were all small (less than 0.25). The correlation between amount of the scripted briefing and newsletters read and understanding gained during the video training was not significantly different from zero.

3.4.4 Summary of Written Comments**.** The training questionnaire provided an opportunity for respondents to write free-form comments or questions on the form. Of the 1,624 respondents, 226 (about 14 percent) chose to do so. These 226 people offered 312 separate comments. Based on a content analysis of the entire set, the comments were judged to fall into two main categories: those addressing some feature of the training and those relating to some aspect of LabDemo. Within these two broad categories, the comments were distinguishable in terms of whether they were phrased as suggestions, questions, or positive or negative statements. Thus for purposes of summarizing the comments, they were divided into eight categories as shown in Table 3.8.

Table 3.8 Distribution of Written Comments by Category

	... on the training	**... on LabDemo**
Positive Comments	33	12
Suggestions	62	21
Questions	6	28
Negative Comments	98	52

The majority of comments -- about 65 percent -- pertained to training issues (199 of 312 total); the remaining 35 percent concerned LabDemo (113 of 312 total). Negative comments on the video training exceeded positive comments 3 to 1, while negative comments on LabDemo exceeded positive comments by more than 4 to 1. There were few questions on the training but numerous suggestions for improvement. On LabDemo, the number of suggestions and questions was roughly comparable. The following are general summaries of the comments in each of the eight categories:

Positive Comments on the Training: Of the 33 positive comments, most were from respondents who felt that the videos were well done and of high quality, that the training was especially useful for those employees who had not read the scripted briefing and other LabDemo written materials, and that the question and answer periods after the videos were most useful.

Suggestions for Training: Of the 62 suggestions on how the training could be improved, most were made by employees who preferred live presentations over the video format, and would like more concrete examples presented in graphical form with step-by-step details on how the new processes work.

Questions on the Training: There were only 6 questions on the training. Three were rhetorical, but two employees did ask where they could obtain the scripted briefing and newsletters, and one person asked why there was no mention of the new awards program.

Negative Comments on the Training: Nearly a third of the comments fell into this category. Of the 98 negative comments, about one-fourth stated that the video training sessions were a waste of time, especially for employees who had already read the written material. Another one-fourth criticized the video format and particularly the delivery style of the presenters -- basically, they found the presentations boring. Fourteen of the comments were made by employees who complained that they had not received all of the written material prior to the video training sessions.

Positive Comments on LabDemo: Twelve respondents made positive statements about LabDemo. Generally, these respondents' viewpoint was that LabDemo is a needed improvement over the current personnel system.

Suggestions for LabDemo: Twenty-one employees offered suggestions for improving the structure of LabDemo. There are no dominant themes in their suggestions, except that careful attention should be paid to supervisors and managers because of the increased responsibility and authority LabDemo gives them.

Questions on LabDemo: Many of the 28 questions were rhetorical or appeared to be negative comments phrased as questions. A few employees' questions, however, indicated lack of understanding of some of the basic provisions of LabDemo. For example:

- "Why isn't special pay being addressed in CCS?" (Special pay conversion is clearly explained on pages 83-85 of the scripted briefing training manual, and is addressed again in the last video).

- "How does the supervisor determine an employee's contribution? Are there criteria to follow or is it just the supervisors opinion?" (27 pages of the scripted briefing training manual explain in great detail the process and criteria for contribution assessment; two of the eight videos provide additional explanation).

Negative Comments on LabDemo: The 52 complaints about LabDemo cover a wide range of issues. Recurring themes include concerns about fairness, lack of trust in supervisors and managers, complexity and paperwork, grade and salary limitations, and having to contribute in the six different contribution factor areas.

3.4.5 Conclusions and Recommendations for Future Training. The formal pre-implementation training approaches were generally effective. Employees appeared to benefit from attending the video training and having the scripted briefing training manuals available. However, employees' responses to the training questionnaire suggest a need for additional training as LabDemo implementation proceeds during the next year. Their responses also provide insights concerning alternative approaches which might be useful.

The video training appears to have significantly increased understanding of LabDemo for one-fourth to one-half of the trained population, depending on the topic and location -- understanding increased the most for those aspects of LabDemo that were imminent (step buy-in and pay

conversion) and least for those that were already well understood (SDE preparation). Field office locations benefited more from the training than did headquarters locations.

About half of the employees indicated they wanted more training. As of this writing, additional training is planned for the first six months after implementation. Topics for this training may include the new awards program, developmental opportunities, employee reverse feedback, Voluntary Emeritus Corps, hiring/filling/appointing authorities and procedures, RIF procedures, and training on CCS and C^2S^2 just prior to the first CCS cycle in the Fall of 1997. The following recommendations are made to help improve the effectiveness of future LabDemo training:

- Have lab senior personnel advisors or implementers ensure that all employees have the scripted briefing training manual.

- Advertise the fact that the training videos are available for all new employees or those who missed the February training.

- "Push" more orientation material via email rather than waiting for employees to visit the LabDemo web site.

- Periodically publicize the web site and the fact that it contains the newsletters, the *Federal Register* announcement, the scripted briefing training manual, the LabDemo Operating Guide, frequently asked questions and answers, and other important information.

- Ensure that field locations are included in all future orientation and training activities.

- Provide answers to the questions asked by respondents in the write-in section of the questionnaire. Post the answers on the web site, but also distribute them via email.

- Consider making the scripted briefing training manual and the Operating Guide more "user friendly" by adding a table of contents and/or index.

- Consider doing more face-to-face training rather than videos.

- In any future mass mailings like the scripted briefing training manual, include a cover letter so employees better understand the importance of the material.

3.5 Modeling and Simulation Studies Conducted

As part of the formative evaluation, the internal evaluation team developed two workforce simulation models that were described in section 2.7. This section presents the results of four studies that were conducted using these models, and other analysis techniques, prior to LabDemo implementation.

The first two studies were done to help the LabDemo project office establish a cost baseline against which to compare LabDemo costs. The first study (see section 3.5.1 below) examined historical cost trends with a particular focus on the average annual rate of salary increase due to promotions and step increases. Under CCS, promotions and steps are replaced by contribution-based pay increases, so it is important that LabDemo planners know what these increases have averaged in the past. The second study (see section 3.5.2 below) used the Title 5 model to project what the future rate of salary increase would be if the LabDemo population remained under the traditional Civil Service system. Again, this information is useful to LabDemo planners in setting future budgets for contribution-based pay increases.

The last two studies were done to help the LabDemo project office better understand potential equity issues that were raised during the public hearing process. During the hearings, concerns were expressed that the introduction of pay bands and pay pools, two fundamental components of CCS, could introduce structural inequities in the way individual salaries are determined. The CCS simulation model described in section 2.7.3 was first used to examine the effects of pay pool assignment on salary increase rates (see section 3.5.3 below). The model was then used to analyze pay band effects (section 3.5.4 below). The results of these simulation studies sensitized LabDemo planners to possible sources of unintended bias in the pay setting process, and helped identify post-CCS cycle analyses that will be performed to detect inequities.

3.5.1 Historical USAF LabDemo S&E Salary Analysis. The metric for tracking cost in USAF LabDemo was defined in a 14 November 1995 briefing ("Air Force Laboratory Personnel Demonstration") presented by the director of the demonstration project office (AFMC/STO) to the Secretary of the Air Force. The metric consists of the sum of the annual salary rates, including only basic and locality pay, for all LabDemo S&Es on board at the end of each fiscal year. Note that this is not the same as annual salary budgets or actual outlays for salaries during a year. Tracking costs with annual snapshots of the workforce avoids the problem of tracking expenditures from the many program elements from which S&E salaries are paid. It also facilitates estimation of future costs by eliminating the timing uncertainty of raises, promotions, step increases, gains, and losses throughout the year.

The following factors affect the cost of the LabDemo workforce:

- The general cost of labor increase ("G") received by the workforce. Since FY94 there are actually two "G's", one applied to basic pay and one applied to locality pay.
- Salary increases due to promotions and step increases ("I")
- Losses from the workforce and the average salary of the losses
- Gains to the workforce and the average salary of the gains

Of these four factors, "I" is the only one directly controllably by the LabDemo project office. Under LabDemo, the CCS will replace the standard Civil Service grade and step system for determining S&E pay. Pay dollars that in the past have gone to promotions and step increases ("I") will, under CCS, become part (along with "G") of the money available to pay pool managers for contribution-based salary increases. Both the 15 May 1996 LabDemo *Federal*

Register proposal and the 27 November 1996 *Federal Register* announcement specify 2.4 percent as the initial "I" value to be used in CCS, subject to revision in later years of the demonstration. This figure comes from an OPM report ("Status of the Evaluation of the Navy Personnel Management Demonstration Project: Management Report I", March 1984) which states on page 16: "Pay pools amounted to approximately 2.4% of payroll ... which these labs have held to with only slight variations since the project began."

To verify the applicability of this decade-old Navy figure to the current Air Force LabDemo population, past and projected trends in "I" were examined. First, historical values of "I" for the LabDemo workforce were calculated from end of fiscal year (30 September) laboratory civilian personnel files for 1991 through 1995. Using these five snapshots of the workforce, historical "I" values were computed by identifying each year's core S&E population (those who were on board at both the beginning and end of the year) and averaging that population's salary (basic pay only) at the beginning and end of the year. The change in average salary during the year is due to two factors, "G" and "I". Since "G", the congressionally approved Civil Service cost of labor increase in basic pay, is known for each year, it is possible to calculate the "I" values as shown in Table 3.9.

Table 3.9 Historical Values of "I"

Core Population	FY92	FY93	FY94	FY95
Start-year average basic pay	$52,386	$55,140	$57,867	$58,320
End-year average basic pay	$55,891	$58,392	$58,892	$60,264
Percent change	6.69 %	5.90 %	1.77 %	3.33 %
"G"	4.20 %	3.70 %	0.00 %[20]	2.00 %
"I"	2.49 %	2.20 %	1.77 %	1.33 %

Over the four year period of this analysis, the average annual rate of salary increase due to promotion and step increases ("I") for the LabDemo workforce dropped by nearly 50 percent -- from 2.49 percent in FY92 down to 1.33 percent in FY95. This can be explained by the aging of the lab workforce. In recent years, the flow into the lower grades and steps has been truncated -- during this period 846 S&Es left the workforce with only 446 replacements for a net reduction in the workforce of 400 (12.5 percent decline over four years). This means that proportionately more S&Es are now in the higher grade and step ranges, where step increases occur less frequently and promotion opportunities are reduced due to high grade ceilings. The proportion of the workforce in grades GS-12 and below declined from 39 percent in September 1991 to 29 percent in September 1995. During this same period GS/GM-13s grew from 30 to 40 percent of the workforce. Due to high grade limits, these S&Es cannot be promoted again unless a grade 14 or 15 retires. Since additional lab downsizing is planned -- an additional 19 percent by the end of FY01 -- it is unlikely that "I" will increase substantially in the future unless there is a large exodus of senior S&Es to make room for more junior personnel.

[20] In FY94 the entire Civil Service cost of labor increase went into locality pay rather than basic pay.

For comparison with the LabDemo results, OPM provided historical data on percentage salary growth due to promotions and step increases for the entire government-wide GS/GM population and the government-wide population in the same job series' as USAF LabDemo. The trend comparison is shown graphically in Figure 3.1. The declining trend in "I" is not unique to the Air Force LabDemo population; the "I" values for all three populations shown on the graph converged to between 1.0 and 1.5 percent by FY95.

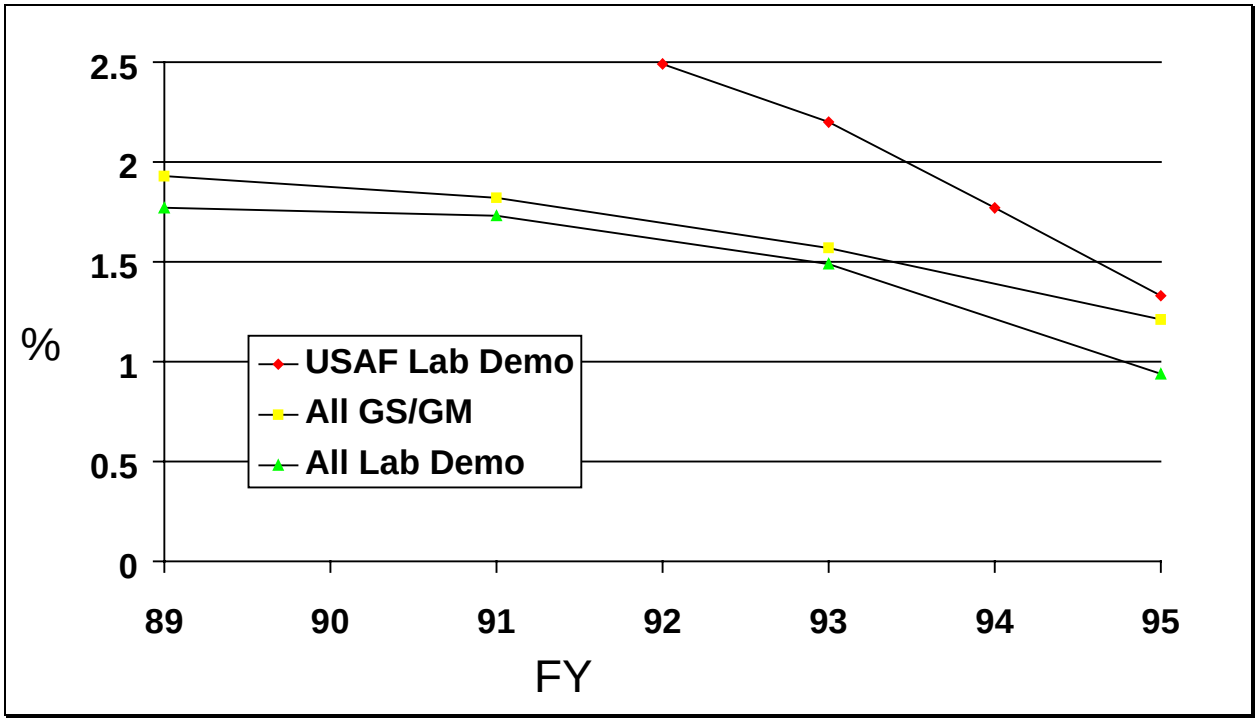

Figure 3.1 Comparison of "I" Trends

3.5.2 USAF LabDemo Baseline (Title 5) Cost Analysis. Using the Title 5 simulation model described in Section 2.7.2 above, estimates were made of what the LabDemo workforce would cost, and what the annual "I" values would be, if the workforce remained under Title 5. The simulation started with the 30 September 1995 (end FY95/start FY96) Lab Demo population consisting of 2,796 S&Es assigned to the four Air Force labs. This population was then "aged" in one year increments through 30 September 2001 (end FY01). The results are summarized in Table 3.10.

Table 3.10 Title 5 Simulation Results

	FY96	FY97	FY98	FY99	FY00	FY01
End Strength	2,543	2,463	2,383	2,299	2,281	2,265
Total Cost ($M)	163.5	163.5	163.1	162.4	165.5	168.7
"I"	1.4%	1.4%	1.3%	1.4%	1.5%	1.5%

The simulation predicted a continuation of the low "I" value that was observed in FY95. However, when actual salary data became available for FY96, it was discovered that the "I" value for that year was actually 1.87 percent, substantially higher than the previous year or the model's prediction for FY96. The evaluation team traced the difference to two factors: (1) an unusually high number of promotions to GS-13 in FY96, and (2) a much higher rate of step increases than predicted in the model.

Based on historical rates, the model predicted 79 promotions from GS-12 to GS-13 in FY96, but there were actually 126 -- in FY95 there were only 48. Discussions with a member of one of the lab's Civilian Personnel Advisory Boards revealed that the surge in promotions was primarily due to a policy change that eliminated high-grade controls on the number of GS-13s in the labs. Previously the total number of GS/GM-13s, 14s, and 15s was limited; now only grades 14 and 15 are subject to control. Another policy that contributed to the higher number of promotions was increased emphasis in FY96 on "Dual-Track" advancement for S&Es not in supervisory or management positions. These policy shifts were not anticipated in the simulation, and personnel experts believe that FY96 was a "catch up" year for promotion to GS-13 rather than a permanent shift in promotion patterns. FY96 results will be averaged into the historical promotion rates for use in future simulations; the rates will not be "fixed" to perpetuate what happened in FY96 into future years.

While underpredicting GS-13 promotions contributed to the error in "I", errors in estimated step dates and lack of QSI logic in the model account for most of the simulation error. Most of the estimated step date errors were corrected by matching the workforce data file against the base level files that have actual step dates on them. This fix brought the model's estimate of "I" for FY96 to 1.73 percent, only .14 percentage point low. To correct for the remaining error, the model will be modified to include QSIs before any future simulation runs are made.

Even though the historical and simulation analyses do not support an "I" value of 2.4 percent for the current Air Force lab S&E population, the LabDemo Executive Steering Committee decided to stay with the published figure for at least the first year of the demonstration (1997) out of concern that a lower value could endanger the demonstration by providing insufficient incentive for increased worker contribution. The added salary cost can be justified if workforce productivity increases and personnel system costs decrease because of LabDemo interventions.

3.5.3 Pay Pool Effects on Salary Under CCS. After the LabDemo public hearings in June 1996, a government employee sent a letter to OPM (dated 8 July 1996) expressing serious concerns with the pay pool and pay band structure of CCS. One of the writer's concerns was that variation in average salary across pay pools would unfairly affect pay increases for S&Es making the same contribution but assigned to different pay pools. Under CCS, a standard percentage ("G" plus "I") of the sum of all annual basic pay within a pay pool (as of 30 September each year) constitutes the "pot" of money available for salary increases for S&Es within that pay pool. Therefore, the "richer" pay pools (those with higher average salaries) may provide greater opportunities for salary growth than "poorer" pay pools for a given level of contribution.

To estimate pay pool impact on salary, the CCS model described in Section 2.7.3 was run for six years, from 1 October 1995 to 30 September 2001. A nominal "tracer" person was inserted into each of the 4 pay bands within each of the 24 pay pools (see section 4.1.1 for a description of the LabDemo pay pool structure and the average salary in each pool.) The 24 level I tracers all started the simulation with the same pay and a CCS score of 1.0, and progressed up the CCS scale at a constant rate of 0.1 per year (no random draws). Likewise, the 24 level II tracers started out with the same pay and a CCS score of 2.0 and progressed at a constant rate of 0.1 per year. The level III and IV tracers started at CCS scores of 3.0 and 4.0 respectively and also progressed at 0.1 per year. By comparing the end salaries of the 24 identical tracers within each pay band, the effect pay pool assignment has on salary increase opportunity can be estimated. Table 3.11 summarizes, for each pay band, the distribution of projected FY01 tracer salaries across the 24 pay pools:

Table 3.11 Distribution of Projected FY01 Tracer Salaries Within Each Pay Band Across all 24 Pay Pools

	Band I	Band II	Band III	Band IV
Mean	$39,810	$57,186	$74,570	$91,953
Minimum	$39,138	$56,549	$73,990	$91,431
Maximum	$41,151	$58,511	$75,871	$93,231
Range	$2,013	$1,962	$1,881	$1,800
Standard Deviation	$549	$535	$517	$501

The minimum FY01 tracer salary in each band occurs in pay pool 16 (RL/OC), which has one of the lowest average salaries in FY96; the maximum FY01 tracer salary occurs in pay pool 5 (PL/GP), the one with the highest average salary, again in each band. Therefore, the pay pool one is assigned to does, indeed, potentially affect one's pay. In other words, under CCS two identical contributors in different pay pools could have salaries that vary by as much as $2,000 per year after six years. However, the percentage differences between maximum and minimum salaries range from 5.1 percent in Band I down to only 2.0 percent in Band IV. The standard deviations as a percent of the mean range from 1.4 percent in Band I down to 0.5 percent in Band IV, indicating very tight distributions.

The Air Force will have an opportunity to revise the initial LabDemo pay pool structure later in 1997 when the four labs are combined into a single lab and divisions and directorates are merged. It is possible that fewer but larger organizations within the single lab will generate pay pools with less variation in average salary, which would mitigate pay pool effects on salary growth. Variation in salary growth across pay pools for equal contribution ratings will be tracked as part of the internal Air Force evaluation of LabDemo.

3.5.4 Pay Band Effects on Salary Under CCS. The 8 July 1996 letter to OPM also identified pay bands as another potential source of salary growth inequity under CCS because pay determination rules vary by band. Before analyzing pay increase differences across pay bands under CCS, a baseline was established by projecting pay increases under the current Title 5 system. This was done using the Title 5 simulation model described in Section 2.7.2 above. The

model was modified to compute average annual pay increase rates for the following grade equivalents of CCS Pay Bands:

- GS-7, 9, 11 = Band I
- GS-12 & 13 = Band II
- GS-14 = Band III
- GS-15 = Band IV

The model was then run for six years from the start of FY96 through the end of FY01. The results of the simulation are shown in Table 3.12 and are graphed in Figure 3.2 below.

Table 3.12 Projected Annual Percentage Increases in Basic Pay by Pay Band Under Title 5

Band	FY96	FY97	FY98	FY99	FY00	FY01
I	6.00	6.00	6.27	6.77	6.91	7.63
II	3.53	3.53	3.47	3.40	3.51	3.41
III	3.21	3.17	3.21	3.31	3.38	3.38
IV	2.74	3.18	2.65	2.77	3.08	2.95
Overall	3.44	3.46	3.39	3.37	3.50	3.43

The above data (and the graph below) show that under the current Title 5 system there are differences in average salary progression rates across the grade groupings that equate to CCS Pay Bands. Percentage pay raises generally decline with increases in Band, with the most pronounced difference being between Band I (GS-7, 9, 11) and Band II (GS-12, 13). Within the lab environment, S&Es are generally promoted very quickly through the Band I grades, which produces significantly higher rates of pay increase. Promotion from GS-12 to 13 comes more slowly, and movement beyond GS-13 is subject to high-grade restrictions and thus comes very slowly. Progression beyond GS-15 is virtually nil. These are common characteristics of any personnel system with a pyramid-shaped grade structure -- the closer one gets to the top of the pyramid, the smaller the average annual pay raise in percentage terms.

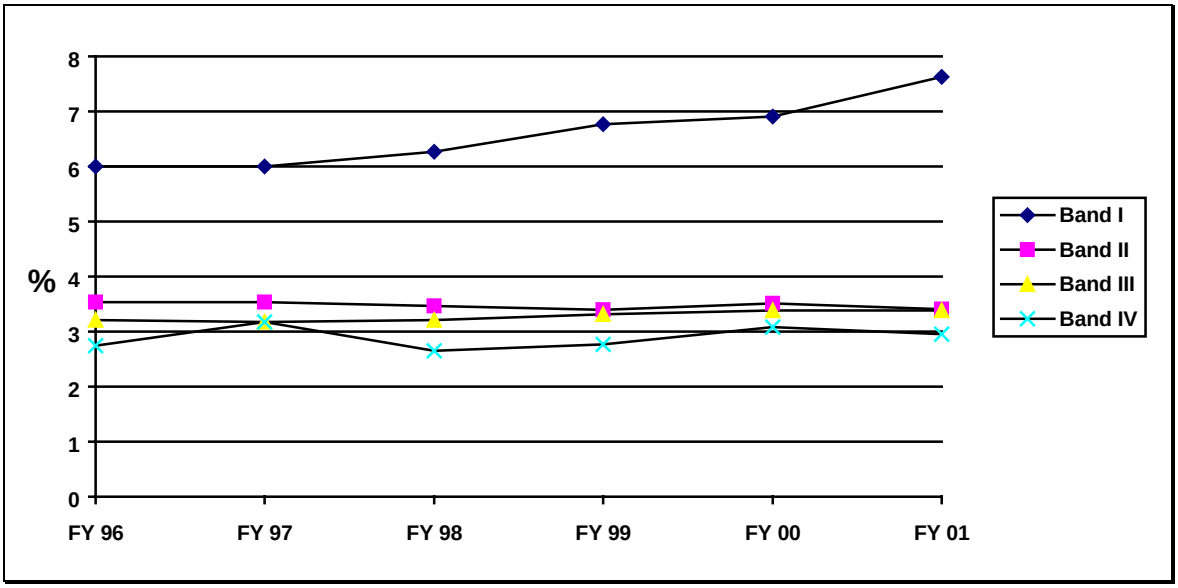

Figure 3.2 Projected Annual Percentage Increases in Basic Pay by Pay Band Under Title 5

The CCS model described in section 2.7.3 was then used to estimate average pay progression rates by pay band under the LabDemo CCS. The results are shown in Table 3.13 and are graphed in Figure 3.3 below.

Table 3.13 Projected Annual Percentage Increases in Basic Pay (including CCS Special Adjustments) by Pay Band Under CCS

Band	FY96	FY97	FY98	FY99	FY00	FY01
I	5.64	5.17	4.68	4.51	4.39	4.02
II	4.73	4.59	4.37	4.14	4.00	3.85
III	4.19	4.17	4.10	4.08	4.13	4.18
IV	3.22	3.07	3.05	3.00	2.95	2.92
Overall	4.50	4.37	4.20	4.03	3.93	3.83

Overall average salary increase rates are higher for each simulation year under CCS than under Title 5. There are several reasons for this, including the following:

- Step Buy-In: Upon conversion into CCS, employees receive a pay increase equal to the portion of the next GS step they have earned. In other words, if an employee has been in step 7 for two years, he or she will receive two-thirds of the increase from step 7 to step 8. This is money the employees would eventually receive under Title 5, but under CCS they receive it earlier.

- Special Pay: Employees currently on special pay rates (e.g., electrical engineers) will convert into CCS with their current total compensation level, but will begin drawing locality pay in lieu of special pay. Locality pay inflates at a higher rate than does basic pay, so this conversion provides a pay advantage for these employees.

- CCS Special Adjustment: Employees at GS-13/step 10 (and there are many in the LabDemo population) have virtually no pay advancement opportunity under Title 5 because of high-grade ceilings. Under CCS, the high-contributors among these employees can receive annual Special Adjustments to make up the difference between their CCS-determined pay and their basic pay capped at the GS-13/step 10 level.

- Higher "I": Under Title 5 the average annual rate of pay increase due to promotion and step increase for the LabDemo workforce is about 1.4 percent. Under CCS the pot of money in each pay pool available for contribution-based pay increases will be set at 2.4 percent of basic pay.

The general trend across pay bands observed in the Title 5 simulation is also apparent in the CCS data; i.e., the average rate of salary increase is inversely proportional to pay band. However, there are some significant differences between the two simulations.

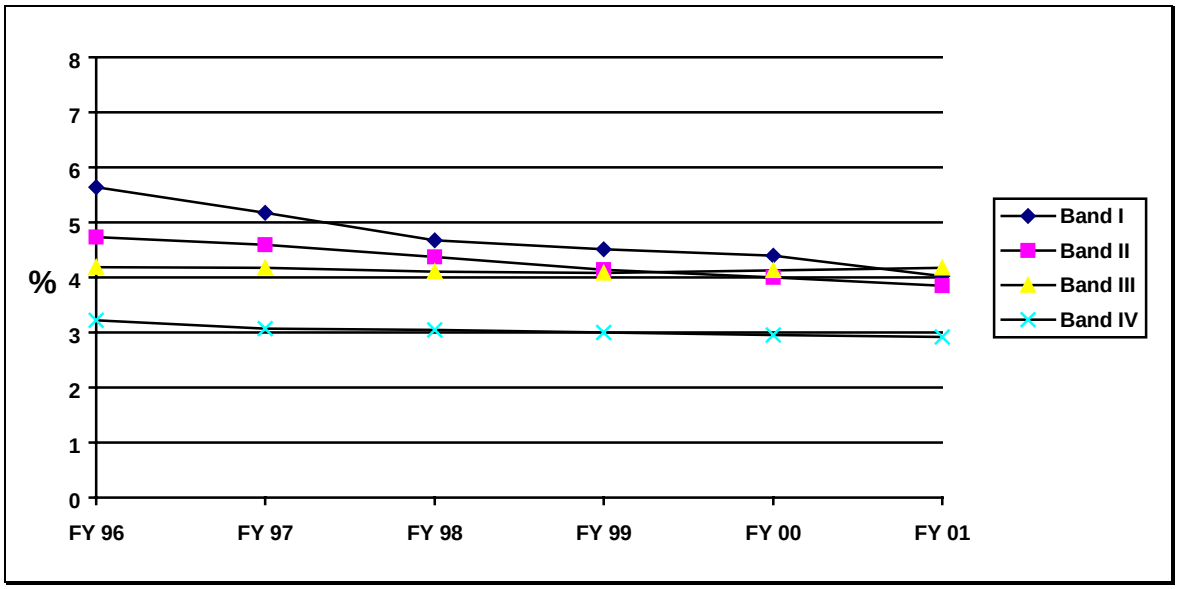

Figure 3.3 Projected Annual Percentage Increases in Basic Pay (including CCS Special Adjustments) by Pay Band Under CCS

Under CCS, it appears that band I personnel suffer compared to Title 5. This is, however, driven more by the simulation assumption of equal contribution progression rates for all pay bands than by any structural defect in CCS. Since learning rates are generally higher earlier in one's career than later, it would be more realistic to expect band I personnel to progress through the contribution scale faster than band IV personnel.

Another obvious difference in the CCS results is the continuous decline in salary increase rates over time for all four pay bands. This is an artifact of the way the salary increase dollar pool is determined each year under CCS. Even though a constant "I" of 2.4 percent is used throughout the simulation, it is only applied each year to basic pay. However, under CCS there is a provision for annual special pay adjustments for those band II individuals whose CCS scores place them in the band III range, but for whom there are no high-grade authorizations to allow

actual movement into band III. This adjustment makes up the difference between their CCS-determined pay and the highest basic pay allowed in band II. By not including these special adjustments in the pay base that is multiplied by "I" each year, the real rate of pay growth is less than 2.4 percent, and declines each year as the number of S&Es drawing the special adjustment increases. The relationship between "True_I" and "I" for any year is as follows:

$$True\_I = I\left(\frac{\sum BasicPay}{\sum BasicPay + \sum SpecialAdjustments}\right)$$

The cumulative effect of this relationship over a six year period is that the one percentage point advantage given to LabDemo S&Es (from using 2.4 percent for "I" rather than the 1.4 percent that Title 5 rules would produce) erodes to only a 0.4 percentage point advantage.

Another obvious difference between the Title 5 results and the CCS results is the larger gap between band IV pay increase rates and the rates for bands II and III. Band IV personnel fare about the same under both systems -- about 3 percent per year increase in pay. However, under CCS, band II and III personnel progress at significantly higher rates than they do under Title 5 because of the higher "I" value and the Special Adjustment provision. The reason for this disparity is that CCS provides several pay advantages for LabDemo S&Es that band IV personnel cannot fully utilize because many of them are already up against the GS-15/step 10 pay cap.

Based on these simulation results, it appears that for equal increases in contribution there will be differences in pay progression rates across pay bands, and that, in general, salary increase rates will be inversely proportional to pay band. However, this is true of the current Title 5 system as well as CCS. Variation in salary growth rates across the four pay bands will be tracked as part of the internal Air Force evaluation of LabDemo.

4. Implementation Environment

During the latter part of 1996, about the time the *Federal Register* announcement for LabDemo was published, HQ AFMC notified employees about the plan to consolidate the four laboratories – Armstrong, Phillips, Rome, and Wright – into a single Air Force laboratory. The single lab initiative constituted the most important site history event influencing LabDemo during the pre-implementation period. Its effects are anticipated to continue into the first implementation year and possibly beyond. As the demonstration project moved toward implementation on 2 March 1997, numerous meetings were held to consider the immediate and long-term impacts of the single lab on the interventions. This section of the report describes the environment shortly before and after implementation, with emphasis on the effect of the single laboratory initiative on policies and operating procedures. Topics addressed are pay pool structure, contribution factor weighting for CCS, and development of operating guidance. In addition, external site history events which occurred during the pre-implementation period are summarized. Throughout the discussion, consideration is given to issues which point to needs and opportunities for evaluation during first-year implementation.

4.1 Policies and Procedures

4.1.1 Pay Pool Structure. Pay pools are an important component of the LabDemo Contribution-based Compensation System (CCS), and they represent one of the most radical LabDemo departures from the traditional Title 5 pay system. Pay pools are intended to decentralize the pay-setting process down to the local level, while giving managers much more direct control over the pay of their employees. The November 1996 *Federal Register* LabDemo announcement specifies the following rules regarding pay pool composition and operations:

- A pay pool is based on the organizational structure and should include a range of S&E salaries and contribution levels.
- A pay pool must be large enough to constitute a reasonable statistical sample, i.e., 35 or more S&Es.
- A pay pool must be large enough to encompass a second level of supervision since the CCS process uses a group of supervisors in the pay pool to determine assessments and recommend salary adjustments.
- The pay pool manager holds yearly pay adjustment authority.
- Neither the pay pool manager nor supervisors within the pay pool will recommend or set their own pay.
- The amount of money available for salary increases within a pay pool is determined by the general increase ("G") and money that would have been available for step increases and promotions ("I"). The latter will be set at 2.4 percent upon implementing the demonstration project and is considered adjustable to ensure cost neutrality over the life of the demonstration project.
- The dollars derived from "G" and "I" to be included in the pay pool will be computed based on the salaries of employees in the pay pool as of 30 September each year.

Each Air Force lab director/commander has the authority to create and modify pay pools in the organization, subject to the above rules. At LabDemo implementation the four Air Force labs had created 24 pay pools, generally along directorate lines. Table 4.1 shows the size, pay band composition, and average salary of each of the 24 pay pools as of 30 September 1996.

Table 4.1 Pay Pool Composition (30 September 1996)

Pay Pool	Organization	Size	Band I %	Band II %	Band III %	Band IV %	Avg Salary ($)
1	AL/CF	96	4.2	51.0	18.8	26.0	65,170
2	AL/EQ/OE	88	13.6	68.2	8.0	10.2	55,668
3	AL/HR	78	0.0	65.4	20.5	14.1	61,111
4	AL/Other	44	11.4	70.5	9.1	9.1	56,508
5	PL/GP	156	0.6	41.7	29.5	28.2	69,220
6	PL/LI	75	0.0	70.7	18.7	10.7	64,523
7	PL/RK	100	0.0	72.0	22.0	6.0	60,076
8	PL/SX	21	0.0	76.2	9.5	14.3	59,479
9	PL/VT	59	0.0	78.0	13.6	8.5	62,099
10	PL/WS	83	1.2	66.3	19.3	13.3	63,116
11	PL/Other	46	6.5	58.7	28.3	6.5	62,435
12	RL/C3	111	1.8	83.8	11.7	2.7	57,952
13	RL/ER(W)	76	1.3	75.0	17.1	6.6	59,856
14	RL/ER(E)	76	0.0	64.5	22.4	13.2	64,750
15	RL/IR	83	2.4	73.5	18.1	6.0	60,665
16	RL/OC	101	2.0	81.2	11.9	5.0	57,390
17	RL/Other	19	0.0	63.2	15.8	21.1	62,481
18	WL/AA	362	0.0	73.5	19.9	6.6	61,912
19	WL/FI	286	0.0	72.0	19.9	8.0	63,391
20	WL/ML	212	0.0	64.2	20.3	15.6	63,913
21	WL/MN	172	0.0	76.7	17.4	5.8	59,918
22	WL/MT	61	0.0	70.5	21.3	8.2	61,658
23	WL/PO	199	0.5	71.9	20.6	7.0	60,848
24	WL/Other	88	2.3	58.0	28.4	11.4	64,954

The 24 pay pools range in size from 19 to 362 S&Es with a mean of 112, a median of 86 and a standard deviation of 80.5. There is significant variation in the pay band distribution of S&Es across the pay pools, which results in average pay pool salaries ranging from $55,668 to $69,220 (mean = $61,629, median = $61,785, standard deviation = $3,026). As discussed in section 3.5.3, the large variation in average pay pool salaries has a potential impact on pay progression for individuals making equal contribution but working in different pay pools. In constructing the initial set of pay pools no attempt was made to equalize average salaries across the pools; when the four Air Force labs are merged into a single lab and the pay pool structure is revised, average pay pool salary should be a consideration. Correlations between pay progression and average pay pool salary (controlling for contribution) will be tracked during LabDemo evaluation to quantify the pay pool effect. There are also two pay pools, PL/SX and RL/Other, that fall below the stated minimum size standard of 35. This issue should also be considered in future discussions concerning realignment of pay pools.

4.1.2 Factor weights. Under CCS the contribution of scientists and engineers is measured by six factors which are relevant to the success of a research and development (R&D) laboratory. The six factors are as follows:

- technical problem solving (TP)
- communications/reporting (CR)
- corporate resource management (RM)
- technology transition/technology transfer (TT)
- R&D business development (BD)
- cooperation and supervision (CS)

Each scientist and engineer receives a score from 1.0 to 4.9 on each factor where level descriptors are available to help supervisors assign scores. Higher scores represent greater contribution. For special cases of poor and exceptional performance, scores of 0.0 and 5.9 are available. The overall score is computed as a weighted average of the six factor scores. The factor weights are constrained as follows:

- weights can be any value, in increments of 0.1, from 0.1 to 1.0
- at least three factors must have a weight of 1.0
- no more than one factor can have a weight of less than 0.5
- therefore, the sum of all six factor weights must be 4.1 to 6.0

Each of the five job categories can have its own set of weights for any pay pool. Thus the weights can vary across job categories within the same pay pool and across pay pools for the same job category; however, the weights cannot vary within job category in the same pay pool. The same weights are used for each person in the same job category within the same pay pool. The five job categories are:

- Supervisor or manager
- Program manager
- Bench-level S&E
- Plans and programs
- Support S&E

Allowing the weights to vary by job category provides some flexibility to tailor the factors to the job categories. It does not provide as much flexibility as a system that uses different factors for each category, but it does allow the impact of several factors to be reduced for any category. Note that the *Federal Register Final Notice* implies that a common set of weights of 1.0 for all job categories and pay pools is a goal that would "encourage and allow employees to raise their CCS contribution assessment by contributing to a broader range of activities." Thus over time, all of the weights should migrate towards 1.0.

During implementation planning, the labs began studying factor weights and pay pool composition at about the same time. Because they structured their pay pools along directorate

lines, the first sets of weights were developed by the directorates. There was considerable variability across the directorates within a lab as the directorates adopted different views of the appropriate weighting a given factor should have for a given job category. For example, some directorates proposed a weight of 0.1 for the Support S&E category on the Technology Transition/Technology Transfer factor where other directorates in the same lab proposed a weight of 1.0.

Under the guidance of the Executive Steering Committee, each laboratory worked toward a consensus in which each of its directorates agreed to use the same five sets of weights, one for each job category. The four labs then worked together to agree on common sets of weights across all four laboratories. The common weights that were adopted for the first CCS cycle are given in Table 4.2 below.

Table 4.2 Common Factor Weights

Job Type	Factor					
	TP	CR	RM	TT	BD	CS
Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Prog Mgr	1.0	1.0	1.0	1.0	1.0	1.0
Bench Sci	1.0	1.0	0.7	0.6	0.5	1.0
Plans&Prog	1.0	1.0	1.0	0.8	1.0	1.0
Support	1.0	1.0	1.0	0.5	0.3	1.0

In the table, technology transition/technology transfer is the factor with the most non-unit weights. Three job categories are expected to have limited opportunity to contribute to this factor. Also, bench-level S&E is the job category with the most non-unit weights. This category is expected to have limited opportunity to contribute to three factors. Both the supervisor and program manager job categories have attained the goal of unit weights for all factors.

As the demonstration project continues over time, the results from each CCS cycle should be studied before weights are set for the next cycle. The studies should compare the distributions of factor scores across the five job types to determine if some factors are consistently scored higher or lower than the average for certain job types. As S&Es in all job types are given more opportunity and encouragement to contribute on all six factors, the factor score distributions should begin to converge, and as they do the factor weights can be adjusted toward 1.0. However, as long as factor scores distributions vary significantly for some job types, the factor weights must continue to be adjusted to provide overall CCS scores that are comparable across job types. The non-unit weights in the table above can be interpreted as *a priori* estimates of the required adjustments for the first CCS cycle.

4.1.3 Operating Guide. The initial strategy for developing specific operational details for the various LabDemo processes was for each of the four labs to prepare their own Operating Instructions (OIs). Within the broad guidelines published in the May 1996 *Federal Register* announcement, each lab was tasked to establish its own pay pools, assign pay pool managers, establish CCS factor weights for each job type, and specify the details in local lab OIs for day-to-day management of the following LabDemo processes:

- Classification
- Staffing (recruiting, hiring, promotion, RIF)
- CCS (contribution assessment, compensation adjustment)
- Awards
- Expanded Employee Development
- Voluntary Emeritus Corps

Committees were formed in each of the four labs in the Spring of 1996 to independently work out the details of these processes and to draft the OIs. However, in November 1996, when the Commander of AFMC announced that the four labs would be consolidated into a single Air Force research laboratory in 1997, the LabDemo Executive Steering Committee decided to consolidate all of the separate lab OIs into a single document called the *USAF Laboratory Personnel Demonstration Project Operating Guide* (Hq AFMC/STO, 1996). The committee also decided that there would only be one set of CCS factor weights (see section 4.1.2 above) and one awards program.

The *Operating Guide* consists of nine chapters and 14 appendices. The chapters are as follows:

1. Classification System
2. Staffing and Affirmative Employment
3. Probationary Period
4. Contribution-Based Compensation System
5. Contribution-Based Reduction in Pay or Removal Actions
6. Laboratory Organizational Structure and Unit Manpower Document
7. Voluntary Emeritus Corps
8. Personnel Training, Development, and Recognition
9. Reduction-in-Force

The appendices include blank forms, examples, definitions of terms, and other details to supplement the information in the body of the guide. The *Operating Guide* is available to the public on the LabDemo web site[21]. Periodic updates are posted on the web site and are distributed to the lab senior personnel advisors in hard copy.

A LabDemo intervention that is not covered in the *Operating Guide* is the new awards program. At this time the program is still under development and details have not yet been released.

4.2 External Factors Affecting Implementation

4.2.1 Single Lab. As of this writing, the first phase of consolidation of the four Air Force labs has occurred. In April 1997 the four lab commanders/directors were moved (for reporting purposes) from under the four AFMC Product Center commanders to Hq AFMC/ST. The

[21] At http://www.afmc.wpafb.af.mil/STBBS/labs/personnel-demo/index.htm.

second phase of consolidation will occur in the Fall of 1997 when a complete realignment of the lab's technical divisions and directorates will take place.

4.2.2 Other Significant Site History Events. While lab consolidation was clearly the most significant pre-implementation LabDemo external event, other events occurred in FY96 and the first half of FY97 that may have affected the LabDemo workforce. The following are examples of events recorded by each of the four lab historians. As outcome measures become available for the first year of LabDemo, comparisons with baseline measures will consider the potential influence of the site history events on the results.

Armstrong Lab:

- Jan 96 - Job Exchange Program between Brooks and Kelly AFBs announced; part of the BRAC process for closing Kelly.
- Apr 96 - Flexible work schedule options announced at Brooks AFB.
- Jun 96 - Armstrong Lab policy for processing scientific achievement awards under the USAF Suggestion Program announced.
- Aug 96 - Base Civilian Personnel Officer informed all supervisors and managers that they must now pay OPM a fee for every person they hire who is not already a government employee.
- Nov 96 - Armstrong Lab personnel climate survey results for 1996 distributed.

Phillips Lab:

- May 96 - The Advanced Weapons and Survivability Directorate has been restructured to eliminate certain functions and create branches within other divisions.
- May 96 - VERA/VSIP offers were issued to lab employees. Approximately 30-34 employees accepted offers and will be off the rolls by 30 Sept 96.
- June 96 - Lab employees were asked to complete an organizational climate survey by the Space and Missile Systems Center.
- June 96 - Hq AFMC directed the elimination of 115 lab positions (both military and civilian) between FY97 and FY01.
- Sept 96 - More than $14 million has been cut to date from the lab's FY96 budget.

Rome Lab:

- Jul 96 - The Federation of Federal Employees local 1384 sent a message to all S&Es at Hanscom expressing concerns about LabDemo and recommending that they "...think hard about how, and whether, to complete the [OPM attitude] survey."
- May 96 - Lockheed Martin closed its plant in Utica, New York, eliminating or moving all but 95 of 2,000 jobs.
- Jun 96 - The National Institute of Justice opened a Law Enforcement Research Center at the Rome Lab.

- Aug 96 - A group of engineers filed a lawsuit against the Air Force over the way the last RIF was handled.

Wright Lab:

- Mar 96 - Two directorates (AA and EL) were combined, affecting 557 employees, or about one-fourth of the lab's population.
- Aug 96 - VERA/VSIP applications for early separation/retirement are due at the base Human Resource Office.
- Jun 96 - Base newspaper article announces flexible work arrangements authorized by Presidential Executive Memorandum 36017.
- Jun 96 - The Lab Commander responded to an inquiry from Senator John Glenn regarding LabDemo. The Senator was inquiring on behalf of a lab employee's concerns about potential management abuses under the demonstration.
- Jan 97 - The Air Force Times reported that the Air Force is considering eliminating half of the positions at Hq AFMC by October 1998.

5. Next Steps

Both internal and external data collection and analysis activities supporting evaluation of the Air Force demonstration project will continue during the next year. Like prior data collection efforts, the purpose will be obtain measures supporting the intervention impact models described previously in Section 2. The data collection methods and analysis techniques employed by the Air Force internal evaluation team during the period from July 1997 through June 1998, as well as available findings about the effectiveness of LabDemo interventions, will be summarized in the next annual evaluation report due for publication in June 1998. This final section of the report describes both internal and external evaluation plans.

Workforce Data. The next Air Force workforce data file will be extracted in January 1998, reflecting the 31 December 1997 population with salary increases effective the first pay period in January 1998. During February and March of 1998, the internal evaluation team will summarize this file for S&Es participating in LabDemo and compare the results to those obtained for S&Es prior to implementation using the 1995 and 1996 files. The following pre- and post-implementation comparisons will be made:

- Total end-strength and rate of change
- Total payroll cost and rate of change
- Full-time S&E positions as a percent of overall lab strength
- Number and percent of high-grades
- Average salary by pay band, occupation, and demographics (race, gender, age, time in service)
- Average starting salary for new hires by occupation and demographics
- Average salary increase by pay band, occupation, demographics, and performance (CCS) rating
- Number of temporary promotions
- Number and dollar value of awards by pay band, occupation, demographics, and performance (CCS) rating
- Correlation between pay and performance (CCS) rating
- Losses by performance (CCS) rating, demographics, and probationary status
- Retirements by reason (buyouts, if any)
- Reduction-in-force (RIF) losses (if any)

These comparisons are the workforce data analyses specified in the Expanded Intervention Impact Evaluation Model at Appendix A. Each will help quantify the impact of one or more LabDemo interventions.

Additional workforce data file analyses will be conducted by OPM. Unlike the analysis to be conducted by the Air Force internal evaluation team which will focus only on those S&Es covered by LabDemo, the analysis by OPM is expected to be broader in scope. Files available to OPM permit an assessment of the *entire* workforces of not only the Air Force laboratories but also Army and Navy laboratories. Data elements for the Service labs can also be compared to

those for other workforces including a Navy comparison group consisting of civilian employees assigned to organizations with a personnel management system based on the now permanent China Lake demonstration project. Further, OPM has reported plans to develop another comparison group called a passive composite comparison group consisting of a sample of employees government-wide with demographic and occupational characteristics similar to those in the current Service laboratories participating in demonstration projects. Comparisons among these workforces/groups can be made to examine between-group differences in calendar year 1996, as well as to assess both between- and within-group changes in compositions from 1995 to 1996. OPM plans to report these types of results to DoD and the Services in December 1997.

Cost Tracking and Analysis. During the next year the Title 5 simulation model will be calibrated to accurately replicate the personnel actions and costs that actually occurred in FY96. The model will then be run for FY97 to compute a cost baseline against which to compare workforce costs generated under the first year of LabDemo. These results will be reported in next year's annual internal evaluation report.

CCS Analysis. Once the first CCS contribution-rating and compensation-setting cycle is complete (January 1998), the internal evaluation team will conduct detailed analyses of the results. Studies will include comparisons of average CCS scores and average salary increases by pay pool, pay band, job type, occupation, and demographic category. These results are expected to be an emphasis area in the next annual report.

Personnel Office Records. OPM has provided the services with specifications and a schedule for collecting personnel office data. The Air Force is currently collecting calendar year 1996 data and will report baseline statistics for the following metrics in next year's report:

- Classification timeliness
- Average length of Position Descriptions
- Hiring timeliness
- Offer/acceptance ratios
- Quality of new hires
- Number of grievances and Unfair Labor Practice (ULP) complaints
- Number of adverse actions

OPM will not issue specifications for post-implementation personnel office data collection until about 2 to 3 years into the demonstration project. Thus, although pre- and post-implementation comparisons for LabDemo will not be available for next year's report, the topic will be covered in later internal evaluation publications.

Focus Groups and Interviews. The internal Air Force evaluation team will conduct interviews and focus groups with LabDemo supervisors, managers, and S&Es after the first CCS cycle (January-February 1998) to gather data to supplement the analysis of first-cycle CCS outcomes using the workforce data file. The interview and focus group results will be summarized in next year's annual report.

OPM also intends to use focus group and interview methods to collect data on specific issues for selected demonstration project interventions, but they have not yet announced their topics of interest nor their data collection schedule for the next year.

Site History Logs. The Air Force will continue to maintain logs of significant events that potentially affect LabDemo at each site. These will be summarized in next year's report and, if appropriate, will be used to help explain analysis results.

Organizational Effectiveness Indicators. If approved by the LabDemo Executive Steering Committee, the internal evaluation team will collect the laboratory effectiveness measures proposed in section 2.8.6 above. Data from FY96 will provide the pre-implementation baseline. These measures will also be recommended as the core measures for LabDemo in the data call to be issued by OPM later this year for organizational effectiveness indicators.

Although the discussion above provides a comprehensive description of collection and analysis plans as they are known to date, it is anticipated that both internal and external evaluation groups will pursue additional work as questions about specific topics are posed by stakeholders during the next year. For example, the Air Force team expects to be tasked periodically by the Executive Steering Committee to conduct special data calls permitting an in-depth assessment of certain features of the LabDemo interventions and procedures. A recent example is the Voluntary Emeritus Corps intervention. Similarly, at the request of DDR&E, OPM has recently proposed a new project called Starturn and presented an initial version of the rating instrument and data collection protocol. Preliminary procedures are to have supervisors rate each of their subordinate S&Es in terms of their criticality to the mission of the lab. These ratings, which may be collected in August 1997, will be used by OPM to assess whether higher turnover rates are observed among S&Es rated to be highly critical to mission accomplishment, that is, the 'star performers.'

6. Glossary

6.1	Funding category for basic research
6.2	Funding category for applied research
6.3	Funding category for developmental research
✂	Under CCS, the proportion of ◑Y that can be paid out in salary increases while remaining within the pay pool's budget. In statistical testing, the probability of a Type I error (rejecting a hypothesis when it is actually true). Also known as the level of significance.
AFB	Air Force Base
AFMC	Air Force Materiel Command
AFMC/ST	Director of Science and Technology
AFMC/STO	LabDemo Project Office
AFOSR	Air Force Office of Scientific Research
AL	Armstrong Lab, one of the four Air Force laboratories
ATD	Advanced Technology Demonstration
BD	R&D Business Development (one of the six CCS contribution factors)
CC	Commander
CCS	Contribution-based Compensation System
China Lake	A Navy research facility at which an earlier personnel demonstration project was conducted that has become the model for the current DoD laboratory demonstrations
COLA	Cost-of-Living-Allowance
CPF	Civilian Personnel Flight
CR	Communications and Reporting (one of the six CCS contribution factors)
CS	Cooperation and Supervision (one of the six CCS contribution factors)
CY	Calendar Year
◑Y	Under CCS, the difference between an employee's basic pay and the SPL pay for his or her contribution level
DCPDS	Defense Civilian Personnel Data System
DDR&E	Director of Defense Research and Engineering
DoD	Department of Defense
DTIC	Defense Technical Information Center
EEO	Equal Employment Opportunity
ESC	LabDemo Executive Steering Committee
FAA	Federal Aviation Agency
FEPCA	Federal Employee Pay Comparability Act
FY	Fiscal Year (starts October 1st)
"G"	Annual percentage pay increase authorized by Congress for all government employees to reflect increases in the cost of labor
GM	General Manager (Civil Service pay plan)
GPRA	Government Performance and Results Act
GS	General Schedule (Civil Service pay plan)
HQ or Hq	Headquarters
"I"	Annual percentage increase in average pay due to promotions and step increases

ILIR	Independent Lab Innovative Research
IPT	Integrated Product Team
LabDemo	Air Force Laboratory Civilian Personnel Demonstration Project
Maj Gen	Major General
NIST	National Institute of Standards and Technology
NPR	National Performance Review
OI	Operating Instruction
OPM	U.S. Office of Personnel Management
PATCO	Civil Service job category (Professional, Administrative, Technical, Clerical, and Other white-collar)
PC	Personal Computer
PK	Palace Knight (an education and internship program for attracting high quality scientists and engineers)
PL	Phillips Lab, one of the four Air Force laboratories
PPP	Priority Placement Program
QPI	Quality Performance Indicator
QSI	Quality Salary Increase
r	Correlation coefficient
R&D	Research and Development
RIF	Reduction-in-Force
RL	Rome Lab, one of the four Air Force laboratories
RM	Corporate Resource Management (one of the six CCS contribution factors)
S&E	Scientist and Engineer
SAB	Scientific Advisory Board
SAS	Statistical Analysis System
SDE	Statement of Duties and Experience (replaces Position Descriptions under LabDemo)
SES	Senior Executive Service
SPL	Standard Pay Line (under CCS, a line that relates basic pay to level of contribution)
TAP	Technology Area Plan
Title 5	Section of federal law that defines the civil service personnel system
TP	Technical Problem Solving (one of the six CCS contribution factors)
TT	Technology Transition/Transfer (one of the six CCS contribution factors)
TTP	Technology Transition Plan
ULP	Unfair Labor Practice
UMD	Unit Manning Document
USDA	U.S. Department of Agriculture
VERA	Voluntary Early Retirement Act
VSIP	Voluntary Separation Incentive Program
WL	Wright Lab, one of the four Air Force laboratories

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U.S. Air Force Laboratory Civilian Personnel Demonstration Project: Pre-Implementation Internal Evaluation Report

Volume II - Appendices

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Appendices

1. Introduction

This is the Appendix to the first in a series of annual reports documenting the internal evaluation of the Air Force Laboratory Civilian Personnel Demonstration Project, hereafter referred to as LabDemo. The internal evaluation is conducted by an Evaluation Integrated Product Team (IPT) chartered by the LabDemo Project Office (AFMC/STO) and guided by the LabDemo Executive Steering Committee (ESC). The IPT is supported by an evaluation contractor, SRA International. The internal evaluation complements an external evaluation conducted by the U.S. Office of Personnel Management (OPM).

See Volume I of this report for a complete description of LabDemo and an analysis of pre-implementation baseline data. This Appendix contains copies of data collection instruments and statistical summaries of baseline data that support the descriptions and analyses in Volume I.

Appendix A

Expanded Intervention Impact Evaluation Model

Exemption from Career Program Placement for Non-Supervisory and Non-Management Positions

Improved quality of new hires
- Quality of new hires
  - PO Data[22]: Quality of New Hires

Reduced time to fill vacancies
- Time to fill vacancies
  - PO Data: Hiring Timeliness

Delegate FEPCA authority to Lab/CC and Expand Limits

Increased lab/CC authority in the hiring process
- Use of FEPCA advanced in-hire rates, recruitment bonuses, and relocation and retention bonuses
  - DCPDS[23]: 35, 36, 37, 38
- Perceived authority
  - Interviews/Focus Groups: TBD

Improved quality of new hires
- Quality of new hires
  - PO Data: Quality of New Hires

Broadbanding

Increased organizational flexibility
- Perceived flexibility
  - OPM Survey[24]: 44, 47, 125, 126

Reduced admin work load, paperwork reduction
- Perceived time savings
  - OPM Survey: 47
  - PO Data: Classification Timeliness, Average Length of PDs

Advanced in-hire rates
- Starting salaries of banded vs. non-banded employees
  - DCPDS: 28, 41, 44, 45

Slower pay progression at entry levels
- Progression of new hires over time by band and career path
  - DCPDS: 21, 28, 41, 44, 45

Increased pay potential
- Mean salaries by band, career path, and demographics
  - DCPDS: 3, 4, 5, 7, 15, 21, 28, 41, 44, 45

Higher average salaries
- Total payroll cost
  - DCPDS: 28, 41

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[22] Personnel Office data

[23] See page A-8 at the end of this appendix for a numbered list of DCPDS data elements.

[24] OPM Survey item numbers are from the "DoD Laboratory Civilian Personnel Demonstration Survey" administered in July 1996. The survey is at Appendix B.

Increased satisfaction with advancement
- Employee perceptions of advancement
  - OPM Survey: 17, 19, 53

Increased pay satisfaction
- Pay satisfaction, internal/external equity
  - OPM Survey: 18, 26, 27, 35
  - PO Data: Number of Formal Grievances

Improved recruitment
- Offer/acceptance ratios
  - PO Data: Offer/Acceptance Ratio
- Percent declinations
  - PO Data: Offer/Acceptance Ratio

No change in high-grade (GS-14/15)
- Number/percentage of employees at high-grade salaries pre/post banding
  - DCPDS: 25, 26, 28, 41, 45

Delegate Award Approval Authority to Lab/CC

Reward and motivate contribution
- Amount and number of awards by career path, demographics, contribution
  - DCPDS: 3, 4, 5, 7, 21, 27, 41, 46
- Perceived motivational power
  - OPM Survey: 36
- Perceived fairness of awards
  - OPM Survey: 18, 36, 40, 41, 42, 122
- Pay satisfaction
  - OPM Survey: 35

Contribution-based Compensation System (CCS), Including Pay Pools Controlled at Lab Level

Increased pay-contribution link
- Pay-contribution correlations
  - DCPDS: 27, 28, 41
- Perceived pay-contribution link
  - OPM Survey: 24, 25, 36, 38, 39
- Perceived fairness of ratings
  - OPM Survey: 17, 22, 122
- Employee trust in supervisors
  - OPM Survey: 41, 42, 111, 115

Improved contribution feedback
- Adequacy of contribution feedback
  - OPM Survey: 23, 116, 117

Increased retention of high contributors
- Turnover by contribution assessment
  - DCPDS: 27, 40, 41, 47

OPM Survey: 20

Increased turnover of low contributors

Turnover by contribution assessment

OPM Survey: 21

Differential pay progression of high/low contributors

Pay progression by contribution assessment, career path

DCPDS: 21, 27, 28, 41, 44

Alignment of organizational and individual contribution expectations and results

Contribution expectations

OPM Survey: 25, 28, 29, 92, 94, 110, 118

Interviews/Focus Groups: TBD

Increased employee involvement in planning and assessment

Perceived involvement

OPM Survey: 23, 29, 73, 94

Interviews/Focus Groups: TBD

Procedures

Personnel Regulations: TBD

Contribution-based Reduction in Pay or Removal

Increased turnover of low contributors

Turnover by contribution assessment

DCPDS: 27, 40, 41, 47

New Lab-Managed Classification System

Reduction in amount of time and paper work spent on classification

Time savings

PO Data: Classification Timeliness, Average Length of PDs

OPM Survey: 56

Ease of use

Reductions in paper work/number of personnel actions (classification, promotions)

OPM Survey: 47, 51, 54

PO Data: Classification Timeliness, Average Length of PDs

Improved recruitment of employees with appropriate skills

Managers' perceptions of time savings, ease of use, improved ability to recruit

OPM Survey: 47, 63, 133

Interviews/Focus Groups: TBD

Increased supervisory authority and accountability

Perceived classification authority

OPM Survey: 44, 47, 55, 125, 126, 129, 132

Number of classification disputes/appeals pre- and post-

PO Data: Number of Formal Grievances

Decreased conflict between management and personnel staff

Management satisfaction with service provided by personnel office

OPM Survey: 107, 108, 131

No negative impact on internal pay equity
- Internal pay equity
  - OPM Survey: 52

Reduce to Two Types of Appointments (Permanent and Contingent)

Streamlined hiring process, increased timeliness
- Management perceptions of hiring process
  - OPM Survey: 47, 62, 137
  - Interviews/Focus Groups: TBD
- Time to hire
  - PO Data: Hiring Timeliness

Increased flexibility to reduce work force
- Management perceptions of flexibility to reduce staff
  - OPM Survey: 44, 47, 128
  - Interviews/Focus Groups: TBD
- Work force reductions over time
  - DCPDS: 41
- Work force mix (percentage of civilians/contractors)
  - Budget Data: TBD

Improved recruitment
- Management satisfaction with recruitment/conversion process
  - OPM Survey: 61, 124

Increased quality of temporary hires
- Quality of temporaries (education, GPA)
  - PO Data: Quality of New Hires

Maximize experience
- Experience of converted temps vs. new hires
  - PO Data: Quality of New Hires

Internal Merit Promotion System for S&E Candidates

Improved hiring process
- Management satisfaction with hiring process
  - OPM Survey: 45, 54, 58, 61, 62, 124, 137
  - Interviews/Focus Groups: TBD

Increased quality of hires
- Quality of new hires
  - PO Data: Quality of New Hires

Increased timeliness
- Time to hire (issue of Form 52 to referral of candidates)
  - PO Data: Hiring Timeliness

Increased staffing timeliness
- Time to fill positions
  - PO Data: Hiring Timeliness

No negative impact on fairness of selection process or open competition
- Examining procedures

Personnel Audit: TBD

Perceptions of fairness of process

OPM Survey: 59, 60, 122, 123

Expand Probationary Period to 3 Years for New Hires

More opportunity to demonstrate ability to perform job and remove unsatisfactory performers

Number/percent of employees separated (by reason) during probationary period compared to 1-year career conditional period, and 3-year period at comparison sites

DCPDS: 17, 40, 41, 44, 47

Management and employee satisfaction with probationary period

OPM Survey: 65, 66, 67, 68

Interviews/Focus Groups: TBD

Expanded Developmental Opportunities Program

Idea and technology infusion through professional development

Examples and perceptions of idea and technology infusion

Interviews with managers: TBD

Frequency of use of sabbaticals

Interviews with managers: TBD

Recruitment/retention incentive

Perceived effectiveness as an incentive

Interviews/Focus Groups: TBD

Voluntary Emeritus Corps

Encourage voluntary retirement and open up hiring slots to new staff

Frequency of use

Questionnaires to Volunteers and their managers

Attitudes toward the program

Questionnaires to Volunteers and their managers

Interviews with Managers: TBD

Provide quality mentoring for junior scientists and engineers

Volunteer quality

Questionnaires to Volunteers and their managers

Frequency of mentoring

Questionnaires to Volunteers and their managers

Revised RIF Procedures

Prevent loss of high performing employees with needed skills

Separated employees by demographics and contribution

DCPDS: 3, 4, 5, 7, 21, 24, 25, 27, 40, 41, 45, 47

Satisfaction with RIF process

OPM Survey: 71

Interviews/Focus Groups: TBD

Contain cost and disruption

Cost comparisons of traditional vs. modified RIF

RIF-Runner: TBD

Number of employees affected by RIF

PO Data: Number of Formal Adverse Actions

Time to conduct RIF

Interviews with Managers: TBD

Number of appeals and reinstatements

PO Data: Number of Formal Grievances

Satisfaction with process

Interviews/Focus Groups: TBD

Delegate "1 in 10" Waivers to Labs

Increase training provided to employees

Time and funds spent on training, by demographics

Interviews with Managers: TBD

Increased organizational commitment

Organizational commitment

OPM Survey: 82, 84, 101

Lab/CC Managed Unit Manpower Document (UMD)

Increased lab control over manpower positions

Perceived control

Interviews/Focus Groups: TBD

Reduced time to change UMD

Time to change UMD

Interviews with Managers: TBD

Lab/CC Determines/Approves Organization Structure at the 3-Letter Level

Greater lab/CC flexibility in organizing the lab to meet requirements

Perceived flexibility

Interviews/Focus Groups: TBD

Reduced effort to make organizational changes

Man-hours consumed in organization structure changes

Interviews with Managers: TBD

DCPDS Data Elements

1. As of date
2. SSAN
3. Date of birth
4. Sex
5. Race/national origin
6. Handicap
7. Education level
8. Veterans preference
9. Supervisory status
10. Agency/subelement
11. Duty station
12. Metro Statistical Area (MSA)
13. Consolidated MSA
14. Personnel office
15. Service computation date
16. Current appointment authority
17. Type of appointment
18. FLSA category
19. Position occupied
20. Work schedule
21. Occupation series
22. Occupation category (PATCO)
23. Functional classification
24. Pay plan
25. Grade
26. Step
27. Rating of record
28. Basic pay
29. Locality adjustment flag
30. Locality pay
31. Locality pay area
32. Adjusted basic pay
33. Pay rate determinant
34. COLA
35. Retention allowance
36. Staffing differential
37. Supervisory differential flag
38. Supervisory differential
39. Total pay
40. Nature of action (multiple codes)
41. Group (demo or comparison)
42. Date of last promotion
43. Lab to which assigned
44. Hire date
45. Pay band
46. Contribution award amount
47. Separation date
48. Buyout amount

Appendix B

OPM Workforce Attitude Survey

Appendix C

OPM Attitude Survey Response Statistics

Response distributions from survey 13:47 Monday, January 13, 1997 993

		GENDER		
		F	M	Total
		%	%	N
AL	NonSup	20.4	79.6	93
	Sup	18.3	81.7	131
PL	NonSup	6.2	93.8	129
	Sup	7.7	92.3	168
RL	NonSup	11.9	88.1	168
	Sup	3.8	96.2	104
WL	NonSup	9.2	90.8	490
	Sup	2.7	97.3	332
Total	NonSup	10.5	89.5	880
	Sup	6.8	93.2	735
Total		8.8	91.2	1615

Response distributions from survey 13:47 Monday, January 13, 1997 994

		RACE					
		AI	AP	Bl	Wh	Ot	Total
		%	%	%	%	%	N
AL	NonSup	.	7.6	.	90.2	2.2	92
	Sup	.	.	0.8	93.9	5.3	132
PL	NonSup	.	9.2	3.1	81.7	6.1	131
	Sup	0.6	2.3	1.1	90.2	5.7	174
RL	NonSup	.	1.1	.	96.0	2.9	175
	Sup	.	0.9	1.8	97.2	.	109
WL	NonSup	0.4	4.2	2.0	91.4	2.0	498
	Sup	0.9	2.0	1.5	93.6	2.0	344
Total	NonSup	0.2	4.7	1.6	90.7	2.8	896
	Sup	0.5	1.6	1.3	93.4	3.2	759
Total		0.4	3.3	1.5	92.0	3.0	1655

Response distributions from survey 13:47 Monday, January 13, 1997 995

		ORIGIN		
		Hisp	NonH	Total
		%	%	N
AL	NonSup	7.8	92.2	90
	Sup	5.6	94.4	126
PL	NonSup	9.4	90.6	117
	Sup	8.2	91.8	171
RL	NonSup	0.6	99.4	161
	Sup	.	100.0	104
WL	NonSup	2.5	97.5	472
	Sup	2.4	97.6	328
Total	NonSup	3.7	96.3	840
	Sup	4.0	96.0	729
Total		3.8	96.2	1569

		HIGH_ST			
		Y	N	?	Total
		%	%	%	N
AL	NonSup	8.5	91.5	.	94
	Sup	13.6	84.7	1.7	118
PL	NonSup	20.0	79.3	0.7	135
	Sup	24.2	75.8	.	157
RL	NonSup	16.8	82.1	1.1	179
	Sup	18.2	80.0	1.8	110
WL	NonSup	12.7	87.1	0.2	510
	Sup	19.0	78.6	2.4	332
Total	NonSup	14.2	85.4	0.4	918
	Sup	19.1	79.2	1.7	717
Total		16.3	82.7	1.0	1635

		SUP_YRS					
		Not	<1	1-2	3-5	6-10	>10	Total
		%	%	%	%	%	%	N
AL	NonSup	95.6	1.1	1.1	.	.	2.2	90
	Sup	24.8	8.3	12.8	18.8	14.3	21.1	133
PL	NonSup	97.7	.	.	0.8	.	1.5	133
	Sup	35.2	6.3	15.3	16.5	8.5	18.2	176
RL	NonSup	98.3	.	.	.	.	1.7	174
	Sup	52.7	3.6	3.6	9.1	16.4	14.5	110
WL	NonSup	98.0	.	.	0.6	0.4	1.0	494
	Sup	37.4	4.0	6.6	11.4	18.6	22.0	350
Total	NonSup	97.8	0.1	0.1	0.4	0.2	1.3	891
	Sup	36.9	5.2	9.2	13.5	15.2	19.9	769
Total		69.6	2.5	4.3	6.5	7.2	9.9	1660

		EDUC							
		HS	Tech	-Col	BA/S	-MS	MS	PhD	++	Total
		%	%	%	%	%	%	%	%	N
AL	NonSup	1.1	.	1.1	7.4	11.6	28.4	32.6	17.9	95
	Sup	.	.	0.8	7.6	9.1	28.8	38.6	15.2	132
PL	NonSup	.	0.7	.	16.3	13.3	36.3	25.9	7.4	135
	Sup	.	.	0.6	11.9	14.2	27.8	32.4	13.1	176
RL	NonSup	.	.	.	8.4	23.0	52.8	14.0	1.7	178
	Sup	.	.	.	5.5	20.9	53.6	14.5	5.5	110
WL	NonSup	.	.	0.2	10.4	22.0	51.1	14.7	1.6	509
	Sup	.	.	.	7.4	14.0	57.0	18.6	2.9	349
Total	NonSup	0.1	0.1	0.2	10.6	19.8	46.9	18.1	4.1	917
	Sup	.	.	0.3	8.2	14.2	45.0	24.6	7.7	767
Total		0.1	0.1	0.2	9.5	17.3	46.0	21.1	5.8	1684

		GRADE															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	19
		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
---	---																	
AL	NonSup	.	.	2.2	.	.	.	.	.	1.1	.	8.7	29.3	43.5	9.8	5.4	.	.
	Sup	.	.	0.8	0.8	.	.	.	0.8	.	0.8	3.8	14.4	33.3	21.2	22.0	.	0.8
PL	NonSup	0.8	0.8	.	.	.	.	.	0.8	0.8	.	1.6	35.2	35.2	18.0	7.0	.	.
	Sup	.	.	1.2	0.6	0.6	.	.	.	.	0.6	1.2	17.9	31.8	24.3	19.1	0.6	1.2
RL	NonSup	.	.	0.6	.	0.6	.	.	.	.	.	2.9	38.9	49.1	5.7	2.3	.	.
	Sup	.	.	.	.	.	.	.	.	.	.	.	12.4	38.1	30.5	16.2	.	1.0
WL	NonSup	.	.	.	0.2	0.2	.	0.2	0.2	.	0.2	.	28.7	57.7	9.8	1.8	.	1.0
	Sup	.	.	.	.	0.3	0.3	.	.	.	.	.	4.7	32.6	39.3	20.5	0.6	.
Total	NonSup	0.1	0.1	0.3	0.1	0.2	.	0.1	0.2	0.2	0.1	1.7	31.7	51.3	10.1	3.0	.	0.6
	Sup	.	.	0.4	0.3	0.3	0.1	.	0.1	.	0.3	0.9	10.5	33.3	31.4	19.8	0.4	0.5
Total		0.1	0.1	0.4	0.2	0.2	0.1	0.1	0.2	0.1	0.2	1.3	22.0	43.0	19.9	10.7	0.2	0.5

(CONTINUED)

		GRADE	
		20	Total
		%	N
---	---		
AL	NonSup	.	92
	Sup	1.5	132
PL	NonSup	.	128
	Sup	1.2	173
RL	NonSup	.	175
	Sup	1.9	105
WL	NonSup	.	492
	Sup	1.8	341
Total	NonSup	.	887
	Sup	1.6	751
Total		0.7	1638

Response Distributions from survey 09:12 Tuesday, January 14, 1997 12

		VET			
		No	Yes	Yes Disable	Total
		%	%	%	N
AL	NonSup	81.9	16.0	2.1	94
	Sup	67.8	31.4	0.8	118
PL	NonSup	72.4	26.1	1.5	134
	Sup	68.6	28.9	2.5	159
RL	NonSup	79.9	20.1	.	179
	Sup	74.5	25.5	.	110
WL	NonSup	77.8	21.5	0.8	508
	Sup	67.1	32.3	0.6	331
Total	NonSup	77.8	21.3	0.9	915
	Sup	68.7	30.4	1.0	718
Total		73.8	25.3	0.9	1633

Response distributions from survey 09:12 Tuesday, January 14, 1997 13

		APPT				
		Temp/ Term	Career Cond	Career	Other	Total
		%	%	%	%	N
AL	NonSup	7.4	4.2	87.4	1.1	95
	Sup	0.8	3.4	95.8	.	118
PL	NonSup	1.5	1.5	95.5	1.5	134
	Sup	0.6	4.5	94.8	.	155
RL	NonSup	.	2.2	97.8	.	178
	Sup	.	0.9	98.2	0.9	110
WL	NonSup	0.4	2.0	97.6	.	502
	Sup	.	0.3	99.4	0.3	328
Total	NonSup	1.2	2.2	96.3	0.3	909
	Sup	0.3	1.8	97.6	0.3	711
Total		0.8	2.0	96.9	0.3	1620

		PAY_CAT							
		GS	WG	WG Super	Demo Pay	Senior lvl	SES	other	Total
		%	%	%	%	%	%	%	N
---	---								
AL	NonSup	98.9	1.1	.	.	.	.	.	91
	Sup	97.3	.	.	.	0.9	1.8	.	113
PL	NonSup	98.5	.	.	.	0.8	.	0.8	132
	Sup	94.2	0.6	0.6	.	1.3	1.3	1.9	155
RL	NonSup	100.0	.	.	.	.	.	.	178
	Sup	96.0	.	.	.	1.0	2.0	1.0	99
WL	NonSup	98.8	.	.	0.2	1.0	.	.	489
	Sup	97.8	.	.	.	0.3	1.6	0.3	312
Total	NonSup	99.0	0.1	.	0.1	0.7	.	0.1	890
	Sup	96.6	0.1	0.1	.	0.7	1.6	0.7	679
Total		98.0	0.1	0.1	0.1	0.7	0.7	0.4	1569

Response distributions from survey 13:47 Monday, January 13, 1997 1000

		Q015					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	2.1	6.4	6.4	57.4	27.7	94
	Sup	1.5	1.5	5.3	40.9	50.8	132
PL	NonSup	0.7	4.4	13.2	50.0	31.6	136
	Sup	.	2.8	4.5	37.3	55.4	177
RL	NonSup	2.2	5.6	14.5	54.2	23.5	179
	Sup	.	0.9	3.6	53.6	41.8	110
WL	NonSup	2.0	6.3	11.2	50.5	30.1	509
	Sup	0.9	2.8	6.8	47.3	42.2	351
Total	NonSup	1.9	5.9	11.7	51.9	28.8	918
	Sup	0.6	2.3	5.6	44.8	46.6	770
Total		1.3	4.3	8.9	48.6	36.9	1688

Response distributions from survey 13:47 Monday, January 13, 1997 1001

		Q015			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	8.5	6.4	85.1	94
	Sup	3.0	5.3	91.7	132
PL	NonSup	5.1	13.2	81.6	136
	Sup	2.8	4.5	92.7	177
RL	NonSup	7.8	14.5	77.7	179
	Sup	0.9	3.6	95.5	110
WL	NonSup	8.3	11.2	80.6	509
	Sup	3.7	6.8	89.5	351
Total	NonSup	7.7	11.7	80.6	918
	Sup	3.0	5.6	91.4	770
Total		5.6	8.9	85.5	1688

Mean response for survey questions 13:47 Monday, January 13, 1997 1002
Not applicable responses deleted

		Q015		
		MEAN	N	NMISS
---	---			
AL	NonSup	4.02	94	1
	Sup	4.38	132	1
PL	NonSup	4.07	136	0
	Sup	4.45	177	0
RL	NonSup	3.91	179	0
	Sup	4.36	110	0
WL	NonSup	4.00	509	1
	Sup	4.27	351	0
Total	NonSup	4.00	918	2
	Sup	4.34	770	1
Total		4.16	1688	3

Response distributions from survey 13:47 Monday, January 13, 1997 1003

		Q016					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	5.4	15.1	19.4	53.8	6.5	93
	Sup	2.3	5.3	9.8	56.8	25.8	132
PL	NonSup	2.2	13.4	17.2	50.0	17.2	134
	Sup	0.6	12.5	11.9	56.3	18.8	176
RL	NonSup	4.5	15.6	12.8	52.5	14.5	179
	Sup	0.9	9.1	9.1	59.1	21.8	110
WL	NonSup	4.7	12.9	12.9	56.5	12.9	510
	Sup	3.1	10.9	11.4	59.4	15.1	350
Total	NonSup	4.4	13.8	14.2	54.5	13.2	916
	Sup	2.1	10.0	10.9	58.2	18.8	768
Total		3.3	12.1	12.7	56.2	15.7	1684

Response distributions from survey 13:47 Monday, January 13, 1997 1004

		Q016			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	20.4	19.4	60.2	93
	Sup	7.6	9.8	82.6	132
PL	NonSup	15.7	17.2	67.2	134
	Sup	13.1	11.9	75.0	176
RL	NonSup	20.1	12.8	67.0	179
	Sup	10.0	9.1	80.9	110
WL	NonSup	17.6	12.9	69.4	510
	Sup	14.0	11.4	74.6	350
Total	NonSup	18.1	14.2	67.7	916
	Sup	12.1	10.9	77.0	768
Total		15.4	12.7	71.9	1684

Mean response for survey questions 13:47 Monday, January 13, 1997 1005
Not applicable responses deleted

		Q016		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.41	93	2
	Sup	3.98	132	1
PL	NonSup	3.66	134	2
	Sup	3.80	176	1
RL	NonSup	3.57	179	0
	Sup	3.92	110	0
WL	NonSup	3.60	510	0
	Sup	3.73	350	1
Total	NonSup	3.58	916	4
	Sup	3.82	768	3
Total		3.69	1684	7

Response distributions from survey 13:47 Monday, January 13, 1997 1006

		Q017					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	16.0	25.5	23.4	30.9	4.3	94
	Sup	7.7	27.7	26.2	28.5	10.0	130
PL	NonSup	12.6	23.7	23.0	38.5	2.2	135
	Sup	12.5	25.0	26.7	30.1	5.7	176
RL	NonSup	5.7	18.8	22.7	45.5	7.4	176
	Sup	6.4	20.9	24.5	39.1	9.1	110
WL	NonSup	14.9	22.4	24.5	32.7	5.5	510
	Sup	9.8	23.9	25.9	36.2	4.3	348
Total	NonSup	12.9	22.2	23.8	35.8	5.2	915
	Sup	9.6	24.3	25.9	33.9	6.3	764
Total		11.4	23.2	24.8	35.0	5.7	1679

Response distributions from survey 13:47 Monday, January 13, 1997 1007

		Q017			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	41.5	23.4	35.1	94
	Sup	35.4	26.2	38.5	130
PL	NonSup	36.3	23.0	40.7	135
	Sup	37.5	26.7	35.8	176
RL	NonSup	24.4	22.7	52.8	176
	Sup	27.3	24.5	48.2	110
WL	NonSup	37.3	24.5	38.2	510
	Sup	33.6	25.9	40.5	348
Total	NonSup	35.1	23.8	41.1	915
	Sup	33.9	25.9	40.2	764
Total		34.5	24.8	40.7	1679

Mean response for survey questions 13:47 Monday, January 13, 1997 1008
Not applicable responses deleted

		Q017		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.82	94	1
	Sup	3.05	130	3
PL	NonSup	2.94	135	1
	Sup	2.91	176	1
RL	NonSup	3.30	176	3
	Sup	3.24	110	0
WL	NonSup	2.92	510	0
	Sup	3.01	348	3
Total	NonSup	2.98	915	5
	Sup	3.03	764	7
Total		3.00	1679	12

Response distributions from survey 13:47 Monday, January 13, 1997 1009

		Q018					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	12.8	29.8	27.7	28.7	1.1	94
	Sup	6.9	24.4	31.3	30.5	6.9	131
PL	NonSup	11.4	30.3	31.8	24.2	2.3	132
	Sup	13.3	28.9	17.9	35.3	4.6	173
RL	NonSup	6.2	26.6	29.4	33.9	4.0	177
	Sup	5.5	20.9	30.0	38.2	5.5	110
WL	NonSup	12.2	23.2	31.7	29.3	3.5	508
	Sup	8.9	25.4	29.4	32.9	3.4	350
Total	NonSup	11.0	25.6	30.8	29.4	3.2	911
	Sup	9.0	25.4	27.2	33.8	4.6	764
Total		10.1	25.5	29.2	31.4	3.8	1675

Response distributions from survey 13:47 Monday, January 13, 1997 1010

		Q018			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	42.6	27.7	29.8	94
	Sup	31.3	31.3	37.4	131
PL	NonSup	41.7	31.8	26.5	132
	Sup	42.2	17.9	39.9	173
RL	NonSup	32.8	29.4	37.9	177
	Sup	26.4	30.0	43.6	110
WL	NonSup	35.4	31.7	32.9	508
	Sup	34.3	29.4	36.3	350
Total	NonSup	36.6	30.8	32.6	911
	Sup	34.4	27.2	38.4	764
Total		35.6	29.2	35.2	1675

Mean response for survey questions 13:47 Monday, January 13, 1997 1011
Not applicable responses deleted

		Q018		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.76	94	1
	Sup	3.06	131	2
PL	NonSup	2.76	132	4
	Sup	2.89	173	4
RL	NonSup	3.03	177	2
	Sup	3.17	110	0
WL	NonSup	2.89	508	2
	Sup	2.97	350	1
Total	NonSup	2.88	911	9
	Sup	2.99	764	7
Total		2.93	1675	16

		Q019					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	28.4	32.6	17.9	18.9	2.1	95
	Sup	18.8	34.6	16.5	24.8	5.3	133
PL	NonSup	32.1	27.6	21.6	17.2	1.5	134
	Sup	25.6	26.7	21.6	23.9	2.3	176
RL	NonSup	14.0	32.0	19.1	29.2	5.6	178
	Sup	15.5	21.8	24.5	30.0	8.2	110
WL	NonSup	35.9	33.3	12.0	17.1	1.8	510
	Sup	30.9	31.7	13.4	20.6	3.4	350
Total	NonSup	30.3	32.2	15.4	19.6	2.5	917
	Sup	25.4	29.6	17.4	23.4	4.2	769
Total		28.1	31.0	16.3	21.4	3.3	1686

		Q019			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	61.1	17.9	21.1	95
	Sup	53.4	16.5	30.1	133
PL	NonSup	59.7	21.6	18.7	134
	Sup	52.3	21.6	26.1	176
RL	NonSup	46.1	19.1	34.8	178
	Sup	37.3	24.5	38.2	110
WL	NonSup	69.2	12.0	18.8	510
	Sup	62.6	13.4	24.0	350
Total	NonSup	62.5	15.4	22.1	917
	Sup	55.0	17.4	27.6	769
Total		59.1	16.3	24.6	1686

Not applicable responses deleted

		Q019		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.34	95	0
	Sup	2.63	133	0
PL	NonSup	2.28	134	2
	Sup	2.51	176	1
RL	NonSup	2.80	178	1
	Sup	2.94	110	0
WL	NonSup	2.15	510	0
	Sup	2.34	350	1
Total	NonSup	2.32	917	3
	Sup	2.51	769	2
Total		2.41	1686	5

		Q020					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	6.3	18.9	42.1	28.4	4.2	95
	Sup	6.1	13.6	25.0	48.5	6.8	132
PL	NonSup	8.1	26.7	37.8	23.7	3.7	135
	Sup	9.6	26.0	32.2	26.6	5.6	177
RL	NonSup	4.5	23.0	38.2	31.5	2.8	178
	Sup	2.7	17.3	27.3	40.9	11.8	110
WL	NonSup	8.3	27.5	32.0	28.5	3.7	509
	Sup	7.1	24.5	31.6	30.5	6.3	351
Total	NonSup	7.3	25.6	35.1	28.4	3.6	917
	Sup	6.9	21.9	30.0	34.2	7.0	770
Total		7.1	23.9	32.8	31.0	5.2	1687

		Q020			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	25.3	42.1	32.6	95
	Sup	19.7	25.0	55.3	132
PL	NonSup	34.8	37.8	27.4	135
	Sup	35.6	32.2	32.2	177
RL	NonSup	27.5	38.2	34.3	178
	Sup	20.0	27.3	52.7	110
WL	NonSup	35.8	32.0	32.2	509
	Sup	31.6	31.6	36.8	351
Total	NonSup	32.9	35.1	32.0	917
	Sup	28.8	30.0	41.2	770
Total		31.1	32.8	36.2	1687

		Q020		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.05	95	0
	Sup	3.36	132	1
PL	NonSup	2.88	135	1
	Sup	2.93	177	0
RL	NonSup	3.05	178	1
	Sup	3.42	110	0
WL	NonSup	2.92	509	1
	Sup	3.04	351	0
Total	NonSup	2.95	917	3
	Sup	3.12	770	1
Total		3.03	1687	4

		Q021					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	17.9	34.7	38.9	6.3	2.1	95
	Sup	17.3	45.9	27.1	7.5	2.3	133
PL	NonSup	14.9	45.5	33.6	4.5	1.5	134
	Sup	26.0	40.1	23.2	9.6	1.1	177
RL	NonSup	19.7	41.6	29.8	9.0	.	178
	Sup	31.8	39.1	15.5	10.9	2.7	110
WL	NonSup	18.0	41.8	33.3	6.1	0.8	510
	Sup	22.0	40.0	26.9	9.1	2.0	350
Total	NonSup	17.9	41.5	33.3	6.4	0.9	917
	Sup	23.5	40.9	24.4	9.2	1.9	770
Total		20.5	41.3	29.2	7.7	1.4	1687

		Q021			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	52.6	38.9	8.4	95
	Sup	63.2	27.1	9.8	133
PL	NonSup	60.4	33.6	6.0	134
	Sup	66.1	23.2	10.7	177
RL	NonSup	61.2	29.8	9.0	178
	Sup	70.9	15.5	13.6	110
WL	NonSup	59.8	33.3	6.9	510
	Sup	62.0	26.9	11.1	350
Total	NonSup	59.4	33.3	7.3	917
	Sup	64.4	24.4	11.2	770
Total		61.7	29.2	9.1	1687

		Q021		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.40	95	0
	Sup	2.32	133	0
PL	NonSup	2.32	134	2
	Sup	2.20	177	0
RL	NonSup	2.28	178	1
	Sup	2.14	110	0
WL	NonSup	2.30	510	0
	Sup	2.29	350	1
Total	NonSup	2.31	917	3
	Sup	2.25	770	1
Total		2.28	1687	4

		Q022					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	8.5	24.5	21.3	38.3	7.4	94
	Sup	3.8	9.8	19.7	54.5	12.1	132
PL	NonSup	9.6	20.0	20.7	42.2	7.4	135
	Sup	9.0	9.0	9.6	54.2	18.1	177
RL	NonSup	3.9	18.5	23.6	44.9	9.0	178
	Sup	7.3	10.0	9.1	55.5	18.2	110
WL	NonSup	11.8	23.2	16.3	39.7	9.0	509
	Sup	6.0	15.7	12.6	49.1	16.6	350
Total	NonSup	9.6	21.9	18.9	40.9	8.6	916
	Sup	6.5	12.4	12.6	52.1	16.4	769
Total		8.2	17.6	16.0	46.1	12.2	1685

		Q022			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	33.0	21.3	45.7	94
	Sup	13.6	19.7	66.7	132
PL	NonSup	29.6	20.7	49.6	135
	Sup	18.1	9.6	72.3	177
RL	NonSup	22.5	23.6	53.9	178
	Sup	17.3	9.1	73.6	110
WL	NonSup	35.0	16.3	48.7	509
	Sup	21.7	12.6	65.7	350
Total	NonSup	31.6	18.9	49.6	916
	Sup	18.9	12.6	68.5	769
Total		25.8	16.0	58.2	1685

		Q022		
		MEAN	N	NMISS
AL	NonSup	3.12	94	1
	Sup	3.61	132	1
PL	NonSup	3.18	135	1
	Sup	3.63	177	0
RL	NonSup	3.37	178	1
	Sup	3.67	110	0
WL	NonSup	3.11	509	1
	Sup	3.55	350	1
Total	NonSup	3.17	916	4
	Sup	3.60	769	2
Total		3.36	1685	6

		Q023					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	12.9	22.6	48.4	12.9	3.2	93
	Sup	10.5	18.0	42.1	27.1	2.3	133
PL	NonSup	8.2	20.9	47.8	22.4	0.7	134
	Sup	7.9	15.8	44.6	28.2	3.4	177
RL	NonSup	12.9	21.3	38.2	24.2	3.4	178
	Sup	10.1	16.5	41.3	30.3	1.8	109
WL	NonSup	14.1	18.7	48.9	16.9	1.4	509
	Sup	11.4	20.3	37.4	26.9	4.0	350
Total	NonSup	12.9	19.9	46.6	18.7	1.9	914
	Sup	10.3	18.3	40.4	27.7	3.3	769
Total		11.7	19.2	43.8	22.8	2.5	1683

		Q023			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	35.5	48.4	16.1	93
	Sup	28.6	42.1	29.3	133
PL	NonSup	29.1	47.8	23.1	134
	Sup	23.7	44.6	31.6	177
RL	NonSup	34.3	38.2	27.5	178
	Sup	26.6	41.3	32.1	109
WL	NonSup	32.8	48.9	18.3	509
	Sup	31.7	37.4	30.9	350
Total	NonSup	32.8	46.6	20.6	914
	Sup	28.6	40.4	30.9	769
Total		30.9	43.8	25.3	1683

		Q023		
		MEAN	N	NMISS
AL	NonSup	2.71	93	2
	Sup	2.92	133	0
PL	NonSup	2.87	134	2
	Sup	3.03	177	0
RL	NonSup	2.84	178	1
	Sup	2.97	109	1
WL	NonSup	2.73	509	1
	Sup	2.92	350	1
Total	NonSup	2.77	914	6
	Sup	2.95	769	2
Total		2.85	1683	8

		Q024					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	9.7	33.3	29.0	22.6	5.4	93
	Sup	15.2	28.0	25.0	27.3	4.5	132
PL	NonSup	9.7	31.3	35.1	23.9	.	134
	Sup	12.5	33.0	29.0	23.9	1.7	176
RL	NonSup	12.8	34.1	34.1	18.4	0.6	179
	Sup	7.3	40.0	33.6	16.4	2.7	110
WL	NonSup	14.3	34.9	30.6	18.6	1.6	510
	Sup	13.4	32.6	22.9	28.6	2.6	350
Total	NonSup	12.9	34.1	31.8	19.8	1.5	916
	Sup	12.6	32.9	26.2	25.5	2.7	768
Total		12.8	33.6	29.2	22.4	2.1	1684

		Q024			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	43.0	29.0	28.0	93
	Sup	43.2	25.0	31.8	132
PL	NonSup	41.0	35.1	23.9	134
	Sup	45.5	29.0	25.6	176
RL	NonSup	46.9	34.1	19.0	179
	Sup	47.3	33.6	19.1	110
WL	NonSup	49.2	30.6	20.2	510
	Sup	46.0	22.9	31.1	350
Total	NonSup	46.9	31.8	21.3	916
	Sup	45.6	26.2	28.3	768
Total		46.3	29.2	24.5	1684

		Q024		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.81	93	2
	Sup	2.78	132	1
PL	NonSup	2.73	134	2
	Sup	2.69	176	1
RL	NonSup	2.60	179	0
	Sup	2.67	110	0
WL	NonSup	2.58	510	0
	Sup	2.74	350	1
Total	NonSup	2.63	916	4
	Sup	2.73	768	3
Total		2.67	1684	7

		Q025					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	1.1	17.9	18.9	43.2	18.9	95
	Sup	3.0	37.9	24.2	24.2	10.6	132
PL	NonSup	3.7	25.7	30.9	27.9	11.8	136
	Sup	4.6	28.0	21.1	32.0	14.3	175
RL	NonSup	5.1	33.1	25.8	27.5	8.4	178
	Sup	6.4	48.2	18.2	20.9	6.4	110
WL	NonSup	3.1	30.0	23.3	29.4	14.1	510
	Sup	4.3	39.4	20.9	26.0	9.4	350
Total	NonSup	3.4	28.7	24.5	30.3	13.2	919
	Sup	4.4	37.8	21.1	26.3	10.3	767
Total		3.9	32.9	23.0	28.5	11.9	1686

		Q025			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	18.9	18.9	62.1	95
	Sup	40.9	24.2	34.8	132
PL	NonSup	29.4	30.9	39.7	136
	Sup	32.6	21.1	46.3	175
RL	NonSup	38.2	25.8	36.0	178
	Sup	54.5	18.2	27.3	110
WL	NonSup	33.1	23.3	43.5	510
	Sup	43.7	20.9	35.4	350
Total	NonSup	32.1	24.5	43.4	919
	Sup	42.2	21.1	36.6	767
Total		36.7	23.0	40.3	1686

		Q025		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.61	95	0
	Sup	3.02	132	1
PL	NonSup	3.18	136	0
	Sup	3.23	175	2
RL	NonSup	3.01	178	1
	Sup	2.73	110	0
WL	NonSup	3.21	510	0
	Sup	2.97	350	1
Total	NonSup	3.21	919	1
	Sup	3.00	767	4
Total		3.12	1686	5

		Q026					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	10.5	24.2	23.2	41.1	1.1	95
	Sup	6.1	21.4	19.8	48.9	3.8	131
PL	NonSup	7.4	27.2	22.1	39.7	3.7	136
	Sup	6.8	30.7	15.9	41.5	5.1	176
RL	NonSup	1.1	20.1	20.7	50.8	7.3	179
	Sup	5.5	23.9	22.0	40.4	8.3	109
WL	NonSup	10.8	24.4	18.5	42.8	3.5	509
	Sup	8.3	27.1	18.5	41.0	5.1	351
Total	NonSup	8.4	23.9	19.9	43.7	4.0	919
	Sup	7.2	26.5	18.6	42.4	5.3	767
Total		7.8	25.1	19.3	43.1	4.6	1686

		Q026			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	34.7	23.2	42.1	95
	Sup	27.5	19.8	52.7	131
PL	NonSup	34.6	22.1	43.4	136
	Sup	37.5	15.9	46.6	176
RL	NonSup	21.2	20.7	58.1	179
	Sup	29.4	22.0	48.6	109
WL	NonSup	35.2	18.5	46.4	509
	Sup	35.3	18.5	46.2	351
Total	NonSup	32.3	19.9	47.8	919
	Sup	33.6	18.6	47.7	767
Total		32.9	19.3	47.7	1686

Not applicable responses deleted

		Q026		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.98	95	0
	Sup	3.23	131	2
PL	NonSup	3.05	136	0
	Sup	3.07	176	1
RL	NonSup	3.43	179	0
	Sup	3.22	109	1
WL	NonSup	3.04	509	1
	Sup	3.08	351	0
Total	NonSup	3.11	919	1
	Sup	3.12	767	4
Total		3.12	1686	5

		Q027					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	2.1	16.8	25.3	30.5	25.3	95
	Sup	4.5	11.4	20.5	39.4	24.2	132
PL	NonSup	0.7	8.1	24.3	44.1	22.8	136
	Sup	0.6	4.0	13.6	35.6	46.3	177
RL	NonSup	2.8	13.4	34.1	34.6	15.1	179
	Sup	0.9	7.3	20.9	42.7	28.2	110
WL	NonSup	0.8	6.7	30.3	35.8	26.5	509
	Sup	0.6	4.3	22.2	42.2	30.8	351
Total	NonSup	1.3	9.2	29.6	36.2	23.6	919
	Sup	1.3	5.8	19.7	40.3	32.9	770
Total		1.3	7.7	25.1	38.1	27.8	1689

		Q027			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	18.9	25.3	55.8	95
	Sup	15.9	20.5	63.6	132
PL	NonSup	8.8	24.3	66.9	136
	Sup	4.5	13.6	81.9	177
RL	NonSup	16.2	34.1	49.7	179
	Sup	8.2	20.9	70.9	110
WL	NonSup	7.5	30.3	62.3	509
	Sup	4.8	22.2	72.9	351
Total	NonSup	10.6	29.6	59.8	919
	Sup	7.1	19.7	73.1	770
Total		9.0	25.1	65.9	1689

		Q027		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.60	95	0
	Sup	3.67	132	1
PL	NonSup	3.80	136	0
	Sup	4.23	177	0
RL	NonSup	3.46	179	0
	Sup	3.90	110	0
WL	NonSup	3.81	509	1
	Sup	3.98	351	0
Total	NonSup	3.72	919	1
	Sup	3.98	770	1
Total		3.83	1689	2

		Q028					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	5.3	16.0	27.7	44.7	6.4	94
	Sup	1.5	14.4	16.7	56.1	11.4	132
PL	NonSup	7.4	20.0	23.0	46.7	3.0	135
	Sup	5.1	13.6	12.5	60.8	8.0	176
RL	NonSup	2.8	20.8	20.2	52.8	3.4	178
	Sup	0.9	13.6	11.8	66.4	7.3	110
WL	NonSup	8.1	18.3	17.9	49.8	5.9	508
	Sup	5.4	14.0	17.7	54.1	8.8	351
Total	NonSup	6.7	18.8	20.1	49.4	5.0	915
	Sup	4.0	13.9	15.5	57.7	8.8	769
Total		5.5	16.6	18.0	53.2	6.8	1684

		Q028			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	21.3	27.7	51.1	94
	Sup	15.9	16.7	67.4	132
PL	NonSup	27.4	23.0	49.6	135
	Sup	18.8	12.5	68.8	176
RL	NonSup	23.6	20.2	56.2	178
	Sup	14.5	11.8	73.6	110
WL	NonSup	26.4	17.9	55.7	508
	Sup	19.4	17.7	63.0	351
Total	NonSup	25.5	20.1	54.4	915
	Sup	17.9	15.5	66.6	769
Total		22.0	18.0	60.0	1684

		Q028		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.31	94	1
	Sup	3.61	132	1
PL	NonSup	3.18	135	1
	Sup	3.53	176	1
RL	NonSup	3.33	178	1
	Sup	3.65	110	0
WL	NonSup	3.27	508	2
	Sup	3.47	351	0
Total	NonSup	3.27	915	5
	Sup	3.53	769	2
Total		3.39	1684	7

		Q029					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	1.1	11.6	18.9	56.8	11.6	95
	Sup	2.3	3.8	11.3	62.4	20.3	133
PL	NonSup	3.7	12.5	19.1	59.6	5.1	136
	Sup	1.1	4.5	8.5	68.4	17.5	177
RL	NonSup	2.2	7.3	20.1	64.8	5.6	179
	Sup	0.9	4.5	0.9	70.9	22.7	110
WL	NonSup	3.5	9.0	14.9	60.9	11.6	509
	Sup	1.7	5.1	10.3	61.0	21.9	351
Total	NonSup	3.0	9.5	17.0	61.0	9.5	919
	Sup	1.6	4.7	8.7	64.3	20.8	771
Total		2.4	7.3	13.2	62.5	14.6	1690

		Q029			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	12.6	18.9	68.4	95
	Sup	6.0	11.3	82.7	133
PL	NonSup	16.2	19.1	64.7	136
	Sup	5.6	8.5	85.9	177
RL	NonSup	9.5	20.1	70.4	179
	Sup	5.5	0.9	93.6	110
WL	NonSup	12.6	14.9	72.5	509
	Sup	6.8	10.3	82.9	351
Total	NonSup	12.5	17.0	70.5	919
	Sup	6.2	8.7	85.1	771
Total		9.6	13.2	77.2	1690

		Q029		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.66	95	0
	Sup	3.95	133	0
PL	NonSup	3.50	136	0
	Sup	3.97	177	0
RL	NonSup	3.64	179	0
	Sup	4.10	110	0
WL	NonSup	3.68	509	1
	Sup	3.96	351	0
Total	NonSup	3.64	919	1
	Sup	3.98	771	0
Total		3.80	1690	1

		Q030			
		Yes	No	Not Sure	Total
		%	%	%	N
---	---				
AL	NonSup	82.1	11.6	6.3	95
	Sup	96.2	3.1	0.8	130
PL	NonSup	88.1	6.7	5.2	135
	Sup	92.6	6.3	1.1	175
RL	NonSup	87.7	7.8	4.5	179
	Sup	95.5	2.7	1.8	110
WL	NonSup	94.5	3.0	2.6	506
	Sup	98.6	0.6	0.9	349
Total	NonSup	90.9	5.4	3.7	915
	Sup	96.3	2.6	1.0	764
Total		93.4	4.1	2.5	1679

		Q031			
		Yes	No	Not Sure	Total
		%	%	%	N
---	---				
AL	NonSup	86.3	9.5	4.2	95
	Sup	93.8	5.4	0.8	129
PL	NonSup	91.0	6.7	2.2	134
	Sup	92.6	6.3	1.1	175
RL	NonSup	88.3	6.1	5.6	179
	Sup	96.4	2.7	0.9	110
WL	NonSup	96.6	2.0	1.4	506
	Sup	97.7	1.1	1.1	349
Total	NonSup	93.1	4.3	2.6	914
	Sup	95.7	3.3	1.0	763
Total		94.3	3.8	1.9	1677

		Q031B			
		Yes	No	Not Sure	Total
		%	%	%	N
---	---				
AL	NonSup	24.7	38.8	36.5	85
	Sup	33.9	30.6	35.5	121
PL	NonSup	29.6	40.8	29.6	125
	Sup	50.9	14.5	34.5	165
RL	NonSup	20.7	31.4	47.9	169
	Sup	42.1	19.6	38.3	107
WL	NonSup	27.3	33.8	38.9	494
	Sup	33.4	34.3	32.3	341
Total	NonSup	26.1	34.8	39.1	873
	Sup	38.7	27.1	34.2	734
Total		31.9	31.3	36.8	1607

		Q032			
		Yes	No	Not Sure	Total
		%	%	%	N
---	---				
AL	NonSup	8.5	75.5	16.0	94
	Sup	8.5	72.3	19.2	130
PL	NonSup	8.9	69.6	21.5	135
	Sup	8.6	78.2	13.2	174
RL	NonSup	14.0	65.2	20.8	178
	Sup	6.4	75.5	18.2	110
WL	NonSup	9.1	69.0	21.8	504
	Sup	9.8	75.6	14.7	348
Total	NonSup	10.0	69.0	21.0	911
	Sup	8.8	75.6	15.6	762
Total		9.4	72.0	18.5	1673

		Q033A					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	2.1	15.8	44.2	22.1	15.8	95
	Sup	3.9	12.5	44.5	23.4	15.6	128
PL	NonSup	3.8	12.8	47.4	26.3	9.8	133
	Sup	1.7	13.9	48.0	29.5	6.9	173
RL	NonSup	4.0	16.9	39.5	28.2	11.3	177
	Sup	2.7	13.6	46.4	25.5	11.8	110
WL	NonSup	4.2	16.4	40.4	27.1	11.9	505
	Sup	2.3	15.2	44.4	27.2	10.9	349
Total	NonSup	3.8	15.9	41.6	26.7	11.9	910
	Sup	2.5	14.2	45.5	26.8	10.9	760
Total		3.2	15.1	43.4	26.8	11.4	1670

Not applicable responses deleted

		Q033A		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.34	95	0
	Sup	3.34	128	5
PL	NonSup	3.26	133	3
	Sup	3.26	173	4
RL	NonSup	3.26	177	2
	Sup	3.30	110	0
WL	NonSup	3.26	505	5
	Sup	3.29	349	2
Total	NonSup	3.27	910	10
	Sup	3.29	760	11
Total		3.28	1670	21

		Q033B					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	7.4	22.1	41.1	27.4	2.1	95
	Sup	15.0	26.8	41.7	15.0	1.6	127
PL	NonSup	11.9	26.7	39.3	18.5	3.7	135
	Sup	5.2	25.6	38.4	23.8	7.0	172
RL	NonSup	13.5	24.2	39.9	15.2	7.3	178
	Sup	7.3	27.5	47.7	11.9	5.5	109
WL	NonSup	12.1	25.0	39.9	17.5	5.6	504
	Sup	5.7	29.5	42.7	18.9	3.2	349
Total	NonSup	11.8	24.8	39.9	18.2	5.3	912
	Sup	7.4	27.9	42.3	18.4	4.1	757
Total		9.8	26.2	41.0	18.3	4.7	1669

Not applicable responses deleted

		Q033B		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.95	95	0
	Sup	2.61	127	6
PL	NonSup	2.76	135	1
	Sup	3.02	172	5
RL	NonSup	2.79	178	1
	Sup	2.81	109	1
WL	NonSup	2.79	504	6
	Sup	2.84	349	2
Total	NonSup	2.80	912	8
	Sup	2.84	757	14
Total		2.82	1669	22

		Q033C					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
AL	NonSup	.	5.3	22.1	54.7	17.9	95
	Sup	.	1.6	11.0	44.1	43.3	127
PL	NonSup	.	3.0	30.4	45.2	21.5	135
	Sup	.	2.3	15.6	48.0	34.1	173
RL	NonSup	0.6	2.3	22.0	54.8	20.3	177
	Sup	.	0.9	10.0	56.4	32.7	110
WL	NonSup	0.2	3.0	15.4	54.5	26.9	505
	Sup	0.3	0.6	12.3	51.0	35.8	349
Total	NonSup	0.2	3.1	19.6	53.2	23.9	912
	Sup	0.1	1.2	12.5	49.9	36.2	759
Total		0.2	2.2	16.4	51.7	29.5	1671

		Q033C		
		MEAN	N	NMISS
AL	NonSup	3.85	95	0
	Sup	4.29	127	6
PL	NonSup	3.85	135	1
	Sup	4.14	173	4
RL	NonSup	3.92	177	2
	Sup	4.21	110	0
WL	NonSup	4.05	505	5
	Sup	4.21	349	2
Total	NonSup	3.97	912	8
	Sup	4.21	759	12
Total		4.08	1671	20

		Q033D					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	12.8	39.4	36.2	11.7	.	94
	Sup	3.9	32.8	36.7	23.4	3.1	128
PL	NonSup	11.1	43.0	35.6	8.9	1.5	135
	Sup	7.5	30.1	40.5	19.1	2.9	173
RL	NonSup	11.3	39.5	36.2	12.4	0.6	177
	Sup	6.4	23.9	47.7	17.4	4.6	109
WL	NonSup	11.0	38.8	37.1	11.6	1.6	502
	Sup	4.0	35.6	43.1	15.5	1.7	348
Total	NonSup	11.2	39.6	36.6	11.3	1.2	908
	Sup	5.1	32.2	42.1	17.9	2.6	758
Total		8.5	36.3	39.1	14.3	1.9	1666

Not applicable responses deleted

		Q033D		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.47	94	1
	Sup	2.89	128	5
PL	NonSup	2.47	135	1
	Sup	2.80	173	4
RL	NonSup	2.51	177	2
	Sup	2.90	109	1
WL	NonSup	2.54	502	8
	Sup	2.75	348	3
Total	NonSup	2.52	908	12
	Sup	2.81	758	13
Total		2.65	1666	25

		Q033E					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	15.8	30.5	35.8	14.7	3.2	95
	Sup	14.8	40.6	31.3	13.3	.	128
PL	NonSup	15.6	33.3	37.8	12.6	0.7	135
	Sup	12.1	39.7	31.0	14.4	2.9	174
RL	NonSup	19.2	33.3	34.5	8.5	4.5	177
	Sup	9.1	36.4	37.3	10.9	6.4	110
WL	NonSup	17.8	34.9	34.5	10.3	2.6	505
	Sup	10.9	39.8	34.1	12.9	2.3	349
Total	NonSup	17.5	33.9	35.1	10.7	2.7	912
	Sup	11.6	39.4	33.4	13.0	2.6	761
Total		14.8	36.4	34.3	11.8	2.7	1673

Not applicable responses deleted

		Q033E		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.59	95	0
	Sup	2.43	128	5
PL	NonSup	2.50	135	1
	Sup	2.56	174	3
RL	NonSup	2.46	177	2
	Sup	2.69	110	0
WL	NonSup	2.45	505	5
	Sup	2.56	349	2
Total	NonSup	2.47	912	8
	Sup	2.56	761	10
Total		2.51	1673	18

		Q033F					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	23.2	31.6	30.5	11.6	3.2	95
	Sup	23.4	28.9	28.1	16.4	3.1	128
PL	NonSup	23.0	31.1	32.6	12.6	0.7	135
	Sup	20.2	37.0	21.4	17.3	4.0	173
RL	NonSup	23.9	31.3	29.0	10.8	5.1	176
	Sup	16.4	28.2	29.1	20.0	6.4	110
WL	NonSup	22.3	35.4	28.7	10.3	3.4	506
	Sup	15.5	39.9	29.6	10.9	4.0	348
Total	NonSup	22.8	33.6	29.5	10.9	3.3	912
	Sup	18.1	35.7	27.4	14.6	4.2	759
Total		20.6	34.5	28.5	12.6	3.7	1671

		Q033F		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.40	95	0
	Sup	2.47	128	5
PL	NonSup	2.37	135	1
	Sup	2.48	173	4
RL	NonSup	2.42	176	3
	Sup	2.72	110	0
WL	NonSup	2.37	506	4
	Sup	2.48	348	3
Total	NonSup	2.38	912	8
	Sup	2.51	759	12
Total		2.44	1671	20

		Q033G					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	21.5	34.4	32.3	9.7	2.2	93
	Sup	21.9	44.5	25.8	7.8	.	128
PL	NonSup	29.6	31.9	27.4	10.4	0.7	135
	Sup	22.5	40.5	26.6	7.5	2.9	173
RL	NonSup	30.3	28.7	25.3	10.1	5.6	178
	Sup	22.7	33.6	29.1	11.8	2.7	110
WL	NonSup	29.2	34.3	24.8	9.1	2.6	504
	Sup	27.4	33.1	28.5	9.5	1.4	347
Total	NonSup	28.7	32.9	26.0	9.6	2.9	910
	Sup	24.7	36.8	27.7	9.1	1.7	758
Total		26.9	34.7	26.8	9.4	2.3	1668

Not applicable responses deleted

		Q033G		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.37	93	2
	Sup	2.20	128	5
PL	NonSup	2.21	135	1
	Sup	2.28	173	4
RL	NonSup	2.32	178	1
	Sup	2.38	110	0
WL	NonSup	2.22	504	6
	Sup	2.24	347	4
Total	NonSup	2.25	910	10
	Sup	2.26	758	13
Total		2.26	1668	23

		Q034					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	22.1	35.8	18.9	22.1	1.1	95
	Sup	13.3	18.8	32.0	21.1	14.8	128
PL	NonSup	21.6	29.1	28.4	15.7	5.2	134
	Sup	15.4	17.2	34.3	21.3	11.8	169
RL	NonSup	26.0	29.9	25.4	14.7	4.0	177
	Sup	16.5	32.1	29.4	14.7	7.3	109
WL	NonSup	29.8	29.6	26.8	11.5	2.4	504
	Sup	16.1	25.0	27.6	23.9	7.5	348
Total	NonSup	27.0	30.2	25.9	13.8	3.0	910
	Sup	15.5	23.2	30.1	21.5	9.7	754
Total		21.8	27.0	27.8	17.3	6.0	1664

		Q034		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.44	95	0
	Sup	3.05	128	5
PL	NonSup	2.54	134	2
	Sup	2.97	169	8
RL	NonSup	2.41	177	2
	Sup	2.64	109	1
WL	NonSup	2.27	504	6
	Sup	2.82	348	3
Total	NonSup	2.35	910	10
	Sup	2.87	754	17
Total		2.59	1664	27

		Q035					
		Very Dissatisf-ied	Dissatisf-ied	Neither	Satisfied	Very Satisfied	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	11.6	24.2	21.1	40.0	3.2	95
	Sup	3.1	22.5	25.6	45.0	3.9	129
PL	NonSup	5.3	26.3	28.6	36.8	3.0	133
	Sup	6.3	29.3	20.1	40.8	3.4	174
RL	NonSup	1.1	20.7	24.0	46.9	7.3	179
	Sup	5.5	26.4	20.0	40.0	8.2	110
WL	NonSup	10.1	26.5	19.2	39.0	5.1	505
	Sup	9.5	27.5	19.5	37.0	6.6	349
Total	NonSup	7.8	25.1	21.7	40.4	5.0	912
	Sup	7.1	26.9	20.7	39.6	5.6	762
Total		7.5	25.9	21.3	40.0	5.3	1674

		Q035			
		Dissatisf-ied	Neutral	Satisfied	Total
		%	%	%	N
---	---				
AL	NonSup	35.8	21.1	43.2	95
	Sup	25.6	25.6	48.8	129
PL	NonSup	31.6	28.6	39.8	133
	Sup	35.6	20.1	44.3	174
RL	NonSup	21.8	24.0	54.2	179
	Sup	31.8	20.0	48.2	110
WL	NonSup	36.6	19.2	44.2	505
	Sup	37.0	19.5	43.6	349
Total	NonSup	32.9	21.7	45.4	912
	Sup	34.0	20.7	45.3	762
Total		33.4	21.3	45.3	1674

		Q035		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.99	95	0
	Sup	3.24	129	4
PL	NonSup	3.06	133	3
	Sup	3.06	174	3
RL	NonSup	3.39	179	0
	Sup	3.19	110	0
WL	NonSup	3.03	505	5
	Sup	3.04	349	2
Total	NonSup	3.10	912	8
	Sup	3.10	762	9
Total		3.10	1674	17

		Q036					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	13.7	29.5	31.6	23.2	2.1	95
	Sup	4.6	23.1	17.7	46.9	7.7	130
PL	NonSup	7.4	30.4	21.5	37.8	3.0	135
	Sup	6.3	18.9	15.4	49.1	10.3	175
RL	NonSup	4.5	17.4	23.0	51.1	3.9	178
	Sup	1.8	13.6	13.6	58.2	12.7	110
WL	NonSup	6.5	23.8	22.2	44.2	3.4	505
	Sup	4.6	16.3	17.8	53.9	7.4	349
Total	NonSup	7.0	24.1	23.2	42.4	3.3	913
	Sup	4.6	17.7	16.6	52.2	8.9	764
Total		5.9	21.2	20.2	46.9	5.8	1677

		Q036			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	43.2	31.6	25.3	95
	Sup	27.7	17.7	54.6	130
PL	NonSup	37.8	21.5	40.7	135
	Sup	25.1	15.4	59.4	175
RL	NonSup	21.9	23.0	55.1	178
	Sup	15.5	13.6	70.9	110
WL	NonSup	30.3	22.2	47.5	505
	Sup	20.9	17.8	61.3	349
Total	NonSup	31.1	23.2	45.7	913
	Sup	22.3	16.6	61.1	764
Total		27.1	20.2	52.7	1677

		Q036		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.71	95	0
	Sup	3.30	130	3
PL	NonSup	2.99	135	1
	Sup	3.38	175	2
RL	NonSup	3.33	178	1
	Sup	3.66	110	0
WL	NonSup	3.14	505	5
	Sup	3.43	349	2
Total	NonSup	3.11	913	7
	Sup	3.43	764	7
Total		3.26	1677	14

		Q037					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	6.3	18.9	30.5	43.2	1.1	95
	Sup	2.3	17.1	14.0	58.9	7.8	129
PL	NonSup	7.4	23.7	20.7	45.9	2.2	135
	Sup	8.0	19.0	23.6	45.4	4.0	174
RL	NonSup	1.7	13.0	22.6	50.3	12.4	177
	Sup	4.5	12.7	14.5	59.1	9.1	110
WL	NonSup	5.1	18.0	21.4	49.9	5.5	505
	Sup	4.3	13.8	21.8	53.0	7.2	349
Total	NonSup	4.9	18.0	22.5	48.7	5.9	912
	Sup	4.9	15.4	19.8	53.1	6.8	762
Total		4.9	16.8	21.3	50.7	6.3	1674

		Q037			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	25.3	30.5	44.2	95
	Sup	19.4	14.0	66.7	129
PL	NonSup	31.1	20.7	48.1	135
	Sup	27.0	23.6	49.4	174
RL	NonSup	14.7	22.6	62.7	177
	Sup	17.3	14.5	68.2	110
WL	NonSup	23.2	21.4	55.4	505
	Sup	18.1	21.8	60.2	349
Total	NonSup	22.9	22.5	54.6	912
	Sup	20.2	19.8	60.0	762
Total		21.7	21.3	57.0	1674

		Q037		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.14	95	0
	Sup	3.53	129	4
PL	NonSup	3.12	135	1
	Sup	3.18	174	3
RL	NonSup	3.59	177	2
	Sup	3.55	110	0
WL	NonSup	3.33	505	5
	Sup	3.45	349	2
Total	NonSup	3.33	912	8
	Sup	3.42	762	9
Total		3.37	1674	17

		Q038					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	16.0	38.3	24.5	17.0	4.3	94
	Sup	16.2	29.2	26.2	23.8	4.6	130
PL	NonSup	14.8	37.8	30.4	15.6	1.5	135
	Sup	20.7	26.4	28.7	23.6	0.6	174
RL	NonSup	12.4	25.3	34.8	25.8	1.7	178
	Sup	16.4	20.0	28.2	29.1	6.4	110
WL	NonSup	20.6	35.6	23.6	18.6	1.6	505
	Sup	16.4	35.9	21.6	22.4	3.7	348
Total	NonSup	17.7	34.2	26.9	19.4	1.9	912
	Sup	17.3	30.3	24.9	23.9	3.5	762
Total		17.5	32.4	26.0	21.4	2.6	1674

		Q038			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	54.3	24.5	21.3	94
	Sup	45.4	26.2	28.5	130
PL	NonSup	52.6	30.4	17.0	135
	Sup	47.1	28.7	24.1	174
RL	NonSup	37.6	34.8	27.5	178
	Sup	36.4	28.2	35.5	110
WL	NonSup	56.2	23.6	20.2	505
	Sup	52.3	21.6	26.1	348
Total	NonSup	51.9	26.9	21.3	912
	Sup	47.6	24.9	27.4	762
Total		49.9	26.0	24.1	1674

		Q038		
		MEAN	N	NMISS
AL	NonSup	2.55	94	1
	Sup	2.72	130	3
PL	NonSup	2.51	135	1
	Sup	2.57	174	3
RL	NonSup	2.79	178	1
	Sup	2.89	110	0
WL	NonSup	2.45	505	5
	Sup	2.61	348	3
Total	NonSup	2.54	912	8
	Sup	2.66	762	9
Total		2.59	1674	17

		Q039					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	17.0	35.1	24.5	22.3	1.1	94
	Sup	13.7	26.0	32.1	22.9	5.3	131
PL	NonSup	17.0	33.3	23.7	25.2	0.7	135
	Sup	14.9	34.9	22.3	25.1	2.9	175
RL	NonSup	9.0	31.5	25.3	32.0	2.2	178
	Sup	4.5	30.0	22.7	34.5	8.2	110
WL	NonSup	16.4	38.8	22.8	20.2	1.8	505
	Sup	14.2	33.8	22.3	27.2	2.6	346
Total	NonSup	15.1	36.2	23.6	23.5	1.6	912
	Sup	12.9	32.2	24.0	27.0	3.9	762
Total		14.1	34.3	23.8	25.1	2.7	1674

		Q039			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	52.1	24.5	23.4	94
	Sup	39.7	32.1	28.2	131
PL	NonSup	50.4	23.7	25.9	135
	Sup	49.7	22.3	28.0	175
RL	NonSup	40.4	25.3	34.3	178
	Sup	34.5	22.7	42.7	110
WL	NonSup	55.2	22.8	22.0	505
	Sup	48.0	22.3	29.8	346
Total	NonSup	51.3	23.6	25.1	912
	Sup	45.0	24.0	31.0	762
Total		48.4	23.8	27.8	1674

		Q039		
		MEAN	N	NMISS
AL	NonSup	2.55	94	1
	Sup	2.80	131	2
PL	NonSup	2.59	135	1
	Sup	2.66	175	2
RL	NonSup	2.87	178	1
	Sup	3.12	110	0
WL	NonSup	2.52	505	5
	Sup	2.70	346	5
Total	NonSup	2.60	912	8
	Sup	2.77	762	9
Total		2.68	1674	17

		Q040					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	14.9	27.7	26.6	27.7	3.2	94
	Sup	7.7	17.7	22.3	42.3	10.0	130
PL	NonSup	7.4	27.4	24.4	36.3	4.4	135
	Sup	6.3	15.4	16.0	56.0	6.3	175
RL	NonSup	6.2	16.9	23.0	48.9	5.1	178
	Sup	0.9	12.7	24.5	47.3	14.5	110
WL	NonSup	9.7	20.4	23.6	41.2	5.1	505
	Sup	4.9	12.8	19.1	54.8	8.4	345
Total	NonSup	9.2	21.5	23.9	40.6	4.8	912
	Sup	5.1	14.2	19.7	51.8	9.1	760
Total		7.4	18.2	22.0	45.7	6.8	1672

		Q040			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	42.6	26.6	30.9	94
	Sup	25.4	22.3	52.3	130
PL	NonSup	34.8	24.4	40.7	135
	Sup	21.7	16.0	62.3	175
RL	NonSup	23.0	23.0	53.9	178
	Sup	13.6	24.5	61.8	110
WL	NonSup	30.1	23.6	46.3	505
	Sup	17.7	19.1	63.2	345
Total	NonSup	30.7	23.9	45.4	912
	Sup	19.3	19.7	60.9	760
Total		25.5	22.0	52.5	1672

		Q040		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.77	94	1
	Sup	3.29	130	3
PL	NonSup	3.03	135	1
	Sup	3.41	175	2
RL	NonSup	3.30	178	1
	Sup	3.62	110	0
WL	NonSup	3.12	505	5
	Sup	3.49	345	6
Total	NonSup	3.10	912	8
	Sup	3.46	760	11
Total		3.26	1672	19

		Q041					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	11.7	17.0	37.2	31.9	2.1	94
	Sup	6.1	9.9	26.0	51.1	6.9	131
PL	NonSup	9.6	20.0	33.3	34.1	3.0	135
	Sup	6.3	11.4	23.4	54.9	4.0	175
RL	NonSup	7.9	25.4	26.6	35.0	5.1	177
	Sup	2.7	11.8	26.4	53.6	5.5	110
WL	NonSup	10.7	20.2	32.9	32.9	3.2	504
	Sup	5.5	12.7	22.5	53.0	6.3	347
Total	NonSup	10.1	20.9	32.2	33.4	3.4	910
	Sup	5.4	11.8	23.9	53.2	5.8	763
Total		7.9	16.7	28.4	42.4	4.5	1673

		Q041			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	28.7	37.2	34.0	94
	Sup	16.0	26.0	58.0	131
PL	NonSup	29.6	33.3	37.0	135
	Sup	17.7	23.4	58.9	175
RL	NonSup	33.3	26.6	40.1	177
	Sup	14.5	26.4	59.1	110
WL	NonSup	31.0	32.9	36.1	504
	Sup	18.2	22.5	59.4	347
Total	NonSup	31.0	32.2	36.8	910
	Sup	17.2	23.9	59.0	763
Total		24.7	28.4	46.9	1673

		Q041		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.96	94	1
	Sup	3.43	131	2
PL	NonSup	3.01	135	1
	Sup	3.39	175	2
RL	NonSup	3.04	177	2
	Sup	3.47	110	0
WL	NonSup	2.98	504	6
	Sup	3.42	347	4
Total	NonSup	2.99	910	10
	Sup	3.42	763	8
Total		3.19	1673	18

		Q042					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	9.6	12.8	41.5	34.0	2.1	94
	Sup	5.4	14.6	29.2	43.1	7.7	130
PL	NonSup	8.1	12.6	41.5	35.6	2.2	135
	Sup	3.4	10.3	30.3	53.7	2.3	175
RL	NonSup	5.6	22.6	31.6	34.5	5.6	177
	Sup	2.8	9.2	31.2	51.4	5.5	109
WL	NonSup	5.9	20.2	38.3	32.2	3.4	506
	Sup	4.0	13.5	29.4	47.8	5.2	347
Total	NonSup	6.6	18.8	37.8	33.3	3.5	912
	Sup	3.9	12.4	29.8	48.9	5.0	761
Total		5.4	15.8	34.2	40.4	4.2	1673

		Q042			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	22.3	41.5	36.2	94
	Sup	20.0	29.2	50.8	130
PL	NonSup	20.7	41.5	37.8	135
	Sup	13.7	30.3	56.0	175
RL	NonSup	28.2	31.6	40.1	177
	Sup	11.9	31.2	56.9	109
WL	NonSup	26.1	38.3	35.6	506
	Sup	17.6	29.4	53.0	347
Total	NonSup	25.3	37.8	36.8	912
	Sup	16.3	29.8	53.9	761
Total		21.2	34.2	44.6	1673

		Q042		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.06	94	1
	Sup	3.33	130	3
PL	NonSup	3.11	135	1
	Sup	3.41	175	2
RL	NonSup	3.12	177	2
	Sup	3.48	109	1
WL	NonSup	3.07	506	4
	Sup	3.37	347	4
Total	NonSup	3.08	912	8
	Sup	3.39	761	10
Total		3.22	1673	18

		Q043A					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
AL	NonSup	15.8	36.8	35.8	8.4	3.2	95
	Sup	11.5	29.2	35.4	16.9	6.9	130
PL	NonSup	21.6	32.1	32.8	11.9	1.5	134
	Sup	9.1	29.7	41.7	14.9	4.6	175
RL	NonSup	19.7	38.2	25.3	12.9	3.9	178
	Sup	7.3	29.1	42.7	10.0	10.9	110
WL	NonSup	18.9	33.2	32.2	12.5	3.2	503
	Sup	12.6	30.2	38.2	13.2	5.7	348
Total	NonSup	19.1	34.4	31.3	12.1	3.1	910
	Sup	10.9	29.8	39.2	13.8	6.4	763
Total		15.4	32.3	34.9	12.9	4.6	1673

		Q043A		
		MEAN	N	NMISS
AL	NonSup	2.46	95	0
	Sup	2.78	130	3
PL	NonSup	2.40	134	2
	Sup	2.76	175	2
RL	NonSup	2.43	178	1
	Sup	2.88	110	0
WL	NonSup	2.48	503	7
	Sup	2.69	348	3
Total	NonSup	2.46	910	10
	Sup	2.75	763	8
Total		2.59	1673	18

		Q043B					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	2.1	9.5	17.9	35.8	34.7	95
	Sup	0.8	4.7	17.8	34.1	42.6	129
PL	NonSup	3.0	11.9	27.6	34.3	23.1	134
	Sup	1.1	7.5	19.0	41.4	31.0	174
RL	NonSup	2.8	9.7	20.5	39.8	27.3	176
	Sup	0.9	2.7	20.0	38.2	38.2	110
WL	NonSup	1.8	5.2	16.7	41.4	34.9	502
	Sup	2.0	2.0	16.7	42.2	37.1	348
Total	NonSup	2.2	7.5	19.2	39.5	31.6	907
	Sup	1.4	3.8	17.9	40.1	36.8	761
Total		1.9	5.8	18.6	39.7	34.0	1668

		Q043B		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.92	95	0
	Sup	4.13	129	4
PL	NonSup	3.63	134	2
	Sup	3.94	174	3
RL	NonSup	3.79	176	3
	Sup	4.10	110	0
WL	NonSup	4.02	502	8
	Sup	4.10	348	3
Total	NonSup	3.91	907	13
	Sup	4.07	761	10
Total		3.98	1668	23

		Q043C					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	1.1	2.1	17.9	33.7	45.3	95
	Sup	0.8	2.3	20.0	23.8	53.1	130
PL	NonSup	1.5	4.4	18.5	25.2	50.4	135
	Sup	0.6	1.7	14.4	33.9	49.4	174
RL	NonSup	0.6	2.3	17.2	36.8	43.1	174
	Sup	0.9	0.9	11.8	29.1	57.3	110
WL	NonSup	1.2	2.0	12.3	35.0	49.6	506
	Sup	0.9	2.0	7.2	34.5	55.5	348
Total	NonSup	1.1	2.4	14.7	33.7	48.0	910
	Sup	0.8	1.8	11.7	31.8	53.9	762
Total		1.0	2.2	13.3	32.8	50.7	1672

		Q043C		
		MEAN	N	NMISS
---	---			
AL	NonSup	4.20	95	0
	Sup	4.26	130	3
PL	NonSup	4.19	135	1
	Sup	4.30	174	3
RL	NonSup	4.20	174	5
	Sup	4.41	110	0
WL	NonSup	4.30	506	4
	Sup	4.42	348	3
Total	NonSup	4.25	910	10
	Sup	4.36	762	9
Total		4.30	1672	19

		Q043D					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	.	6.3	29.5	29.5	34.7	95
	Sup	3.1	3.8	23.7	34.4	35.1	131
PL	NonSup	2.2	7.4	28.1	36.3	25.9	135
	Sup	.	5.7	29.1	34.9	30.3	175
RL	NonSup	1.7	9.6	22.6	41.2	24.9	177
	Sup	.	5.5	23.6	40.0	30.9	110
WL	NonSup	2.0	5.7	25.1	38.6	28.5	505
	Sup	0.9	4.9	22.5	42.9	28.8	347
Total	NonSup	1.8	6.8	25.5	37.8	28.1	912
	Sup	0.9	5.0	24.4	39.2	30.5	763
Total		1.4	6.0	25.0	38.4	29.2	1675

		Q043D		
		MEAN	N	NMISS
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AL	NonSup	3.93	95	0
	Sup	3.95	131	2
PL	NonSup	3.76	135	1
	Sup	3.90	175	2
RL	NonSup	3.78	177	2
	Sup	3.96	110	0
WL	NonSup	3.86	505	5
	Sup	3.94	347	4
Total	NonSup	3.84	912	8
	Sup	3.93	763	8
Total		3.88	1675	16

		Q043E					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	2.2	5.4	12.9	33.3	46.2	93
	Sup	.	7.7	13.8	26.9	51.5	130
PL	NonSup	1.5	7.5	13.4	31.3	46.3	134
	Sup	0.6	4.6	12.1	27.6	55.2	174
RL	NonSup	2.3	6.3	17.0	38.6	35.8	176
	Sup	0.9	2.8	17.4	27.5	51.4	109
WL	NonSup	2.2	2.6	14.7	29.1	51.5	505
	Sup	0.6	1.1	11.5	29.0	57.8	348
Total	NonSup	2.1	4.3	14.8	31.7	47.1	908
	Sup	0.5	3.3	12.9	28.1	55.2	761
Total		1.4	3.8	13.9	30.1	50.8	1669

		Q043E		
		MEAN	N	NMISS
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AL	NonSup	4.16	93	2
	Sup	4.22	130	3
PL	NonSup	4.13	134	2
	Sup	4.32	174	3
RL	NonSup	3.99	176	3
	Sup	4.26	109	1
WL	NonSup	4.25	505	5
	Sup	4.42	348	3
Total	NonSup	4.18	908	12
	Sup	4.34	761	10
Total		4.25	1669	22

		Q043F					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
AL	NonSup	16.8	24.2	21.1	23.2	14.7	95
	Sup	13.8	27.7	28.5	20.0	10.0	130
PL	NonSup	18.5	27.4	31.9	11.9	10.4	135
	Sup	20.6	26.3	24.0	16.6	12.6	175
RL	NonSup	20.3	23.2	22.0	24.3	10.2	177
	Sup	16.5	28.4	27.5	14.7	12.8	109
WL	NonSup	12.0	26.3	31.7	18.3	11.8	502
	Sup	12.6	27.3	30.2	17.5	12.4	348
Total	NonSup	15.1	25.6	28.7	19.0	11.6	909
	Sup	15.2	27.3	28.1	17.3	12.1	762
Total		15.1	26.4	28.4	18.3	11.8	1671

		Q043F		
		MEAN	N	NMISS
AL	NonSup	2.95	95	0
	Sup	2.85	130	3
PL	NonSup	2.68	135	1
	Sup	2.74	175	2
RL	NonSup	2.81	177	2
	Sup	2.79	109	1
WL	NonSup	2.92	502	8
	Sup	2.90	348	3
Total	NonSup	2.86	909	11
	Sup	2.84	762	9
Total		2.85	1671	20

		Q043G					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
AL	NonSup	13.7	37.9	24.2	15.8	8.4	95
	Sup	12.3	31.5	27.7	15.4	13.1	130
PL	NonSup	25.9	28.1	29.6	12.6	3.7	135
	Sup	27.0	35.6	21.3	11.5	4.6	174
RL	NonSup	23.2	29.4	22.6	16.9	7.9	177
	Sup	22.7	32.7	27.3	11.8	5.5	110
WL	NonSup	22.2	35.0	29.3	8.1	5.3	505
	Sup	26.1	30.9	30.4	9.7	2.9	349
Total	NonSup	22.0	33.2	27.5	11.3	5.9	912
	Sup	23.5	32.4	27.4	11.4	5.4	763
Total		22.7	32.8	27.5	11.3	5.7	1675

		Q043G		
		MEAN	N	NMISS
AL	NonSup	2.67	95	0
	Sup	2.85	130	3
PL	NonSup	2.40	135	1
	Sup	2.31	174	3
RL	NonSup	2.57	177	2
	Sup	2.45	110	0
WL	NonSup	2.39	505	5
	Sup	2.32	349	2
Total	NonSup	2.46	912	8
	Sup	2.43	763	8
Total		2.44	1675	16

		Q043H					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	27.7	27.7	25.5	9.6	9.6	94
	Sup	23.8	22.3	32.3	13.8	7.7	130
PL	NonSup	35.8	21.6	23.9	14.9	3.7	134
	Sup	28.6	30.3	21.1	15.4	4.6	175
RL	NonSup	27.7	29.9	19.2	16.4	6.8	177
	Sup	23.6	33.6	30.0	8.2	4.5	110
WL	NonSup	25.9	30.8	27.9	11.5	4.0	506
	Sup	25.3	33.3	25.3	12.1	4.0	348
Total	NonSup	27.9	29.0	25.4	12.7	5.0	911
	Sup	25.6	30.8	26.2	12.6	4.8	763
Total		26.8	29.8	25.7	12.7	5.0	1674

		Q043H		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.46	94	1
	Sup	2.59	130	3
PL	NonSup	2.29	134	2
	Sup	2.37	175	2
RL	NonSup	2.45	177	2
	Sup	2.36	110	0
WL	NonSup	2.37	506	4
	Sup	2.36	348	3
Total	NonSup	2.38	911	9
	Sup	2.40	763	8
Total		2.39	1674	17

		Q043I					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
AL	NonSup	17.0	29.8	20.2	21.3	11.7	94
	Sup	19.4	25.6	29.5	13.2	12.4	129
PL	NonSup	28.9	29.6	21.5	17.0	3.0	135
	Sup	22.9	29.7	22.9	17.7	6.9	175
RL	NonSup	29.9	25.4	26.0	10.7	7.9	177
	Sup	24.5	32.7	21.8	13.6	7.3	110
WL	NonSup	26.1	34.0	24.1	11.1	4.7	506
	Sup	26.9	33.2	24.4	12.9	2.6	349
Total	NonSup	26.3	31.3	23.7	12.9	5.8	912
	Sup	24.4	31.1	24.5	14.2	5.9	763
Total		25.4	31.2	24.1	13.5	5.9	1675

Not applicable responses deleted

		Q043I		
		MEAN	N	NMISS
AL	NonSup	2.81	94	1
	Sup	2.74	129	4
PL	NonSup	2.36	135	1
	Sup	2.56	175	2
RL	NonSup	2.41	177	2
	Sup	2.46	110	0
WL	NonSup	2.34	506	4
	Sup	2.31	349	2
Total	NonSup	2.41	912	8
	Sup	2.46	763	8
Total		2.43	1675	16

		Q043J					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
AL	NonSup	24.2	25.3	17.9	13.7	18.9	95
	Sup	18.8	18.8	25.8	18.8	18.0	128
PL	NonSup	23.1	23.9	27.6	12.7	12.7	134
	Sup	24.1	21.8	17.2	19.0	17.8	174
RL	NonSup	34.3	23.0	17.4	16.3	9.0	178
	Sup	27.3	20.0	28.2	18.2	6.4	110
WL	NonSup	33.1	23.6	21.6	12.3	9.5	505
	Sup	25.9	27.0	20.4	17.0	9.8	348
Total	NonSup	30.9	23.7	21.3	13.3	10.9	912
	Sup	24.5	23.4	21.7	17.9	12.5	760
Total		28.0	23.6	21.5	15.4	11.6	1672

		Q043J		
		MEAN	N	NMISS
AL	NonSup	2.78	95	0
	Sup	2.98	128	5
PL	NonSup	2.68	134	2
	Sup	2.84	174	3
RL	NonSup	2.43	178	1
	Sup	2.56	110	0
WL	NonSup	2.42	505	5
	Sup	2.58	348	3
Total	NonSup	2.49	912	8
	Sup	2.71	760	11
Total		2.59	1672	19

		Q044					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	19.1	22.3	35.1	21.3	2.1	94
	Sup	12.2	31.3	21.4	32.1	3.1	131
PL	NonSup	17.8	42.2	14.8	23.0	2.2	135
	Sup	14.9	31.0	23.6	26.4	4.0	174
RL	NonSup	14.0	35.2	22.3	26.3	2.2	179
	Sup	8.2	29.1	30.9	28.2	3.6	110
WL	NonSup	17.4	30.5	26.3	23.6	2.2	505
	Sup	12.0	26.1	28.4	30.1	3.4	349
Total	NonSup	17.0	32.3	24.8	23.8	2.2	913
	Sup	12.2	28.5	26.4	29.3	3.5	764
Total		14.8	30.6	25.5	26.3	2.8	1677

		Q044			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	41.5	35.1	23.4	94
	Sup	43.5	21.4	35.1	131
PL	NonSup	60.0	14.8	25.2	135
	Sup	46.0	23.6	30.5	174
RL	NonSup	49.2	22.3	28.5	179
	Sup	37.3	30.9	31.8	110
WL	NonSup	47.9	26.3	25.7	505
	Sup	38.1	28.4	33.5	349
Total	NonSup	49.3	24.8	26.0	913
	Sup	40.7	26.4	32.9	764
Total		45.4	25.5	29.1	1677

		Q044		
		MEAN	N	NMISS
AL	NonSup	2.65	94	1
	Sup	2.82	131	2
PL	NonSup	2.50	135	1
	Sup	2.74	174	3
RL	NonSup	2.68	179	0
	Sup	2.90	110	0
WL	NonSup	2.63	505	5
	Sup	2.87	349	2
Total	NonSup	2.62	913	7
	Sup	2.84	764	7
Total		2.72	1677	14

		Q045					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
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AL	NonSup	19.1	30.9	30.9	14.9	4.3	94
	Sup	26.7	32.8	28.2	10.7	1.5	131
PL	NonSup	21.5	32.6	28.1	17.8	.	135
	Sup	24.6	32.0	21.7	18.9	2.9	175
RL	NonSup	18.2	26.7	33.5	21.0	0.6	176
	Sup	13.6	32.7	30.0	20.0	3.6	110
WL	NonSup	21.2	29.1	34.1	12.5	3.2	505
	Sup	22.1	31.3	23.9	19.0	3.7	348
Total	NonSup	20.4	29.3	32.7	15.2	2.3	910
	Sup	22.3	31.9	25.0	17.7	3.1	764
Total		21.3	30.5	29.2	16.3	2.7	1674

		Q045			
		Disagree	Neutral	Agree	Total
		%	%	%	N
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AL	NonSup	50.0	30.9	19.1	94
	Sup	59.5	28.2	12.2	131
PL	NonSup	54.1	28.1	17.8	135
	Sup	56.6	21.7	21.7	175
RL	NonSup	44.9	33.5	21.6	176
	Sup	46.4	30.0	23.6	110
WL	NonSup	50.3	34.1	15.6	505
	Sup	53.4	23.9	22.7	348
Total	NonSup	49.8	32.7	17.5	910
	Sup	54.2	25.0	20.8	764
Total		51.8	29.2	19.0	1674

		Q045		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.54	94	1
	Sup	2.27	131	2
PL	NonSup	2.42	135	1
	Sup	2.43	175	2
RL	NonSup	2.59	176	3
	Sup	2.67	110	0
WL	NonSup	2.47	505	5
	Sup	2.51	348	3
Total	NonSup	2.50	910	10
	Sup	2.48	764	7
Total		2.49	1674	17

		Q046					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	.	9.5	13.7	34.7	42.1	95
	Sup	2.3	12.2	17.6	30.5	37.4	131
PL	NonSup	2.2	15.6	22.2	33.3	26.7	135
	Sup	2.9	16.1	22.4	30.5	28.2	174
RL	NonSup	1.7	16.8	30.7	30.2	20.7	179
	Sup	6.4	28.2	24.5	28.2	12.7	110
WL	NonSup	1.6	20.0	22.2	31.0	25.2	504
	Sup	6.0	24.9	21.2	30.1	17.8	349
Total	NonSup	1.5	17.6	23.0	31.5	26.3	913
	Sup	4.7	21.2	21.3	30.0	22.8	764
Total		3.0	19.3	22.2	30.8	24.7	1677

		Q046			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	9.5	13.7	76.8	95
	Sup	14.5	17.6	67.9	131
PL	NonSup	17.8	22.2	60.0	135
	Sup	19.0	22.4	58.6	174
RL	NonSup	18.4	30.7	50.8	179
	Sup	34.5	24.5	40.9	110
WL	NonSup	21.6	22.2	56.2	504
	Sup	30.9	21.2	47.9	349
Total	NonSup	19.2	23.0	57.8	913
	Sup	25.9	21.3	52.7	764
Total		22.2	22.2	55.5	1677

		Q046		
		MEAN	N	NMISS
AL	NonSup	4.09	95	0
	Sup	3.89	131	2
PL	NonSup	3.67	135	1
	Sup	3.65	174	3
RL	NonSup	3.51	179	0
	Sup	3.13	110	0
WL	NonSup	3.58	504	6
	Sup	3.29	349	2
Total	NonSup	3.63	913	7
	Sup	3.45	764	7
Total		3.55	1677	14

		Q047					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
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AL	NonSup	2.1	8.5	42.6	34.0	12.8	94
	Sup	2.3	7.6	24.4	38.2	27.5	131
PL	NonSup	0.7	5.9	51.1	37.0	5.2	135
	Sup	0.6	8.6	27.6	35.1	28.2	174
RL	NonSup	1.7	8.4	53.4	30.9	5.6	178
	Sup	4.5	10.0	34.5	33.6	17.3	110
WL	NonSup	3.0	7.6	39.4	35.3	14.7	502
	Sup	1.7	7.2	22.8	44.7	23.6	347
Total	NonSup	2.3	7.6	44.2	34.5	11.3	909
	Sup	2.0	8.0	25.9	39.8	24.4	762
Total		2.2	7.8	35.8	36.9	17.3	1671

		Q047			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	10.6	42.6	46.8	94
	Sup	9.9	24.4	65.6	131
PL	NonSup	6.7	51.1	42.2	135
	Sup	9.2	27.6	63.2	174
RL	NonSup	10.1	53.4	36.5	178
	Sup	14.5	34.5	50.9	110
WL	NonSup	10.6	39.4	50.0	502
	Sup	8.9	22.8	68.3	347
Total	NonSup	9.9	44.2	45.9	909
	Sup	10.0	25.9	64.2	762
Total		9.9	35.8	54.2	1671

		Q047		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.47	94	1
	Sup	3.81	131	2
PL	NonSup	3.40	135	1
	Sup	3.82	174	3
RL	NonSup	3.30	178	1
	Sup	3.49	110	0
WL	NonSup	3.51	502	8
	Sup	3.81	347	4
Total	NonSup	3.45	909	11
	Sup	3.77	762	9
Total		3.59	1671	20

		Q048					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	1.1	7.5	38.7	36.6	16.1	93
	Sup	0.8	7.7	24.6	37.7	29.2	130
PL	NonSup	.	9.6	37.5	37.5	15.4	136
	Sup	0.6	7.9	19.2	45.8	26.6	177
RL	NonSup	1.7	11.2	50.8	30.2	6.1	179
	Sup	2.7	14.5	32.7	35.5	14.5	110
WL	NonSup	2.4	12.3	44.8	29.1	11.5	505
	Sup	3.2	11.3	29.8	41.0	14.7	346
Total	NonSup	1.8	11.2	44.2	31.3	11.5	913
	Sup	2.1	10.4	26.9	40.8	19.9	763
Total		1.9	10.8	36.3	35.6	15.3	1676

		Q048			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	8.6	38.7	52.7	93
	Sup	8.5	24.6	66.9	130
PL	NonSup	9.6	37.5	52.9	136
	Sup	8.5	19.2	72.3	177
RL	NonSup	12.8	50.8	36.3	179
	Sup	17.3	32.7	50.0	110
WL	NonSup	14.7	44.8	40.6	505
	Sup	14.5	29.8	55.8	346
Total	NonSup	12.9	44.2	42.8	913
	Sup	12.5	26.9	60.7	763
Total		12.7	36.3	51.0	1676

Not applicable responses deleted

		Q048		
		MEAN	N	NMISS
AL	NonSup	3.59	93	2
	Sup	3.87	130	3
PL	NonSup	3.59	136	0
	Sup	3.90	177	0
RL	NonSup	3.28	179	0
	Sup	3.45	110	0
WL	NonSup	3.35	505	5
	Sup	3.53	346	5
Total	NonSup	3.40	913	7
	Sup	3.66	763	8
Total		3.52	1676	15

		Q049					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	9.7	26.9	35.5	25.8	2.2	93
	Sup	5.4	26.2	27.7	35.4	5.4	130
PL	NonSup	15.4	32.4	35.3	16.2	0.7	136
	Sup	8.5	28.8	31.1	28.8	2.8	177
RL	NonSup	11.7	29.1	29.6	29.1	0.6	179
	Sup	10.0	20.0	29.1	34.5	6.4	110
WL	NonSup	10.4	24.2	29.7	32.5	3.1	508
	Sup	6.3	27.0	25.0	36.8	4.9	348
Total	NonSup	11.4	26.6	31.1	28.7	2.2	916
	Sup	7.2	26.3	27.5	34.4	4.7	765
Total		9.5	26.5	29.4	31.3	3.3	1681

		Q049			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	36.6	35.5	28.0	93
	Sup	31.5	27.7	40.8	130
PL	NonSup	47.8	35.3	16.9	136
	Sup	37.3	31.1	31.6	177
RL	NonSup	40.8	29.6	29.6	179
	Sup	30.0	29.1	40.9	110
WL	NonSup	34.6	29.7	35.6	508
	Sup	33.3	25.0	41.7	348
Total	NonSup	38.0	31.1	30.9	916
	Sup	33.5	27.5	39.1	765
Total		35.9	29.4	34.6	1681

		Q049		
		MEAN	N	NMISS
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AL	NonSup	2.84	93	2
	Sup	3.09	130	3
PL	NonSup	2.54	136	0
	Sup	2.89	177	0
RL	NonSup	2.78	179	0
	Sup	3.07	110	0
WL	NonSup	2.94	508	2
	Sup	3.07	348	3
Total	NonSup	2.84	916	4
	Sup	3.03	765	6
Total		2.93	1681	10

		Q051					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
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AL	NonSup	9.1	9.1	63.6	9.1	9.1	11
	Sup	.	22.2	66.7	.	11.1	9
PL	NonSup	.	11.1	77.8	11.1	.	9
	Sup	5.9	.	94.1	.	.	17
RL	NonSup	.	.	100.0	.	.	11
	Sup	16.7	.	50.0	33.3	.	6
WL	NonSup	2.9	8.6	85.7	2.9	.	35
	Sup	10.3	6.9	72.4	6.9	3.4	29
Total	NonSup	3.0	7.6	83.3	4.5	1.5	66
	Sup	8.2	6.6	75.4	6.6	3.3	61
Total		5.5	7.1	79.5	5.5	2.4	127

		Q051			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	18.2	63.6	18.2	11
	Sup	22.2	66.7	11.1	9
PL	NonSup	11.1	77.8	11.1	9
	Sup	5.9	94.1	.	17
RL	NonSup	.	100.0	.	11
	Sup	16.7	50.0	33.3	6
WL	NonSup	11.4	85.7	2.9	35
	Sup	17.2	72.4	10.3	29
Total	NonSup	10.6	83.3	6.1	66
	Sup	14.8	75.4	9.8	61
Total		12.6	79.5	7.9	127

		Q051		
		MEAN	N	NMISS
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AL	NonSup	3.00	11	84
	Sup	3.00	9	124
PL	NonSup	3.00	9	127
	Sup	2.88	17	160
RL	NonSup	3.00	11	168
	Sup	3.00	6	104
WL	NonSup	2.89	35	475
	Sup	2.86	29	322
Total	NonSup	2.94	66	854
	Sup	2.90	61	710
Total		2.92	127	1564

		Q052					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	22.5	38.2	22.5	16.9	.	89
	Sup	15.3	31.4	21.2	31.4	0.8	118
PL	NonSup	18.6	43.2	19.5	17.8	0.8	118
	Sup	23.3	38.0	17.2	19.0	2.5	163
RL	NonSup	17.7	41.8	17.7	19.6	3.2	158
	Sup	12.1	47.5	22.2	17.2	1.0	99
WL	NonSup	20.0	43.6	17.1	16.3	2.9	479
	Sup	22.1	44.2	16.4	14.8	2.4	330
Total	NonSup	19.7	42.7	18.1	17.2	2.4	844
	Sup	19.9	41.1	18.2	18.9	2.0	710
Total		19.8	42.0	18.1	18.0	2.2	1554

		Q052			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	60.7	22.5	16.9	89
	Sup	46.6	21.2	32.2	118
PL	NonSup	61.9	19.5	18.6	118
	Sup	61.3	17.2	21.5	163
RL	NonSup	59.5	17.7	22.8	158
	Sup	59.6	22.2	18.2	99
WL	NonSup	63.7	17.1	19.2	479
	Sup	66.4	16.4	17.3	330
Total	NonSup	62.3	18.1	19.5	844
	Sup	61.0	18.2	20.8	710
Total		61.7	18.1	20.1	1554

		Q052		
		MEAN	N	NMISS
AL	NonSup	2.34	89	6
	Sup	2.71	118	15
PL	NonSup	2.39	118	18
	Sup	2.39	163	14
RL	NonSup	2.49	158	21
	Sup	2.47	99	11
WL	NonSup	2.38	479	31
	Sup	2.31	330	21
Total	NonSup	2.40	844	76
	Sup	2.42	710	61
Total		2.41	1554	137

		Q053					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
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AL	NonSup	15.6	26.7	26.7	25.6	5.6	90
	Sup	8.9	30.9	12.2	35.8	12.2	123
PL	NonSup	20.7	19.0	22.3	34.7	3.3	121
	Sup	9.5	26.0	15.4	38.5	10.7	169
RL	NonSup	15.2	24.8	13.9	37.0	9.1	165
	Sup	10.7	25.2	11.7	40.8	11.7	103
WL	NonSup	17.6	29.0	11.7	35.2	6.5	489
	Sup	16.1	29.6	14.0	33.1	7.2	335
Total	NonSup	17.3	26.6	15.1	34.5	6.5	865
	Sup	12.6	28.4	13.7	35.9	9.5	730
Total		15.2	27.4	14.5	35.1	7.8	1595

		Q053			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	42.2	26.7	31.1	90
	Sup	39.8	12.2	48.0	123
PL	NonSup	39.7	22.3	38.0	121
	Sup	35.5	15.4	49.1	169
RL	NonSup	40.0	13.9	46.1	165
	Sup	35.9	11.7	52.4	103
WL	NonSup	46.6	11.7	41.7	489
	Sup	45.7	14.0	40.3	335
Total	NonSup	43.9	15.1	40.9	865
	Sup	41.0	13.7	45.3	730
Total		42.6	14.5	42.9	1595

		Q053		
		MEAN	N	NMISS
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AL	NonSup	2.79	90	5
	Sup	3.11	123	10
PL	NonSup	2.81	121	15
	Sup	3.15	169	8
RL	NonSup	3.00	165	14
	Sup	3.17	103	7
WL	NonSup	2.84	489	21
	Sup	2.86	335	16
Total	NonSup	2.86	865	55
	Sup	3.01	730	41
Total		2.93	1595	96

		Q054						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	15.4	40.7	30.8	5.5	1.1	6.6	91
	Sup	17.1	39.0	25.2	10.6	0.8	7.3	123
PL	NonSup	16.4	32.8	34.4	5.7	0.8	9.8	122
	Sup	20.7	41.4	22.5	6.5	1.8	7.1	169
RL	NonSup	14.5	40.0	27.3	7.3	0.6	10.3	165
	Sup	25.2	35.9	23.3	6.8	1.0	7.8	103
WL	NonSup	21.2	34.0	27.9	4.5	1.2	11.2	491
	Sup	20.8	45.4	21.7	7.4	1.2	3.6	337
Total	NonSup	18.6	35.7	29.0	5.3	1.0	10.4	869
	Sup	20.8	42.1	22.7	7.7	1.2	5.6	732
Total		19.6	38.6	26.1	6.4	1.1	8.2	1601

		Q054				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	56.0	30.8	6.6	6.6	91
	Sup	56.1	25.2	11.4	7.3	123
PL	NonSup	49.2	34.4	6.6	9.8	122
	Sup	62.1	22.5	8.3	7.1	169
RL	NonSup	54.5	27.3	7.9	10.3	165
	Sup	61.2	23.3	7.8	7.8	103
WL	NonSup	55.2	27.9	5.7	11.2	491
	Sup	66.2	21.7	8.6	3.6	337
Total	NonSup	54.3	29.0	6.3	10.4	869
	Sup	62.8	22.7	8.9	5.6	732
Total		58.2	26.1	7.5	8.2	1601

		Q054		
		MEAN	N	NMISS
AL	NonSup	2.32	85	4
	Sup	2.34	114	10
PL	NonSup	2.35	110	14
	Sup	2.22	157	8
RL	NonSup	2.32	148	14
	Sup	2.16	95	7
WL	NonSup	2.22	436	19
	Sup	2.20	325	14
Total	NonSup	2.27	779	51
	Sup	2.22	691	39
Total		2.25	1470	90

		Q055						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	13.2	38.5	29.7	7.7	1.1	9.9	91
	Sup	14.6	44.7	19.5	9.8	2.4	8.9	123
PL	NonSup	15.6	32.8	32.0	9.0	.	10.7	122
	Sup	20.2	32.1	25.0	15.5	3.0	4.2	168
RL	NonSup	9.6	25.9	36.7	13.9	3.0	10.8	166
	Sup	15.5	39.8	16.5	13.6	2.9	11.7	103
WL	NonSup	14.7	31.3	30.7	10.4	2.0	10.8	489
	Sup	16.0	41.4	22.5	12.1	1.8	6.2	338
Total	NonSup	13.7	31.2	31.9	10.6	1.8	10.7	868
	Sup	16.7	39.6	21.7	12.7	2.3	7.0	732
Total		15.1	35.1	27.3	11.6	2.1	9.0	1600

		Q055				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	51.6	29.7	8.8	9.9	91
	Sup	59.3	19.5	12.2	8.9	123
PL	NonSup	48.4	32.0	9.0	10.7	122
	Sup	52.4	25.0	18.5	4.2	168
RL	NonSup	35.5	36.7	16.9	10.8	166
	Sup	55.3	16.5	16.5	11.7	103
WL	NonSup	46.0	30.7	12.5	10.8	489
	Sup	57.4	22.5	13.9	6.2	338
Total	NonSup	44.9	31.9	12.4	10.7	868
	Sup	56.3	21.7	15.0	7.0	732
Total		50.1	27.3	13.6	9.0	1600

		Q055		
		MEAN	N	NMISS
AL	NonSup	2.39	82	4
	Sup	2.35	112	10
PL	NonSup	2.39	109	14
	Sup	2.47	161	9
RL	NonSup	2.72	148	13
	Sup	2.42	91	7
WL	NonSup	2.48	436	21
	Sup	2.38	317	13
Total	NonSup	2.50	775	52
	Sup	2.40	681	39
Total		2.46	1456	91

		Q056						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	2.2	2.2	40.7	20.9	19.8	14.3	91
	Sup	2.4	5.7	18.7	28.5	30.1	14.6	123
PL	NonSup	0.8	5.7	36.9	18.0	20.5	18.0	122
	Sup	4.7	8.9	21.9	23.1	23.1	18.3	169
RL	NonSup	.	3.6	60.6	11.5	4.2	20.0	165
	Sup	1.0	7.8	35.3	20.6	19.6	15.7	102
WL	NonSup	1.2	4.1	45.0	16.6	15.2	17.9	487
	Sup	3.0	6.5	30.6	27.3	22.6	10.1	337
Total	NonSup	1.0	4.0	46.4	16.3	14.3	17.9	865
	Sup	3.0	7.1	27.2	25.6	23.5	13.5	731
Total		1.9	5.5	37.6	20.6	18.5	15.9	1596

		Q056				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	4.4	40.7	40.7	14.3	91
	Sup	8.1	18.7	58.5	14.6	123
PL	NonSup	6.6	36.9	38.5	18.0	122
	Sup	13.6	21.9	46.2	18.3	169
RL	NonSup	3.6	60.6	15.8	20.0	165
	Sup	8.8	35.3	40.2	15.7	102
WL	NonSup	5.3	45.0	31.8	17.9	487
	Sup	9.5	30.6	49.9	10.1	337
Total	NonSup	5.1	46.4	30.6	17.9	865
	Sup	10.1	27.2	49.1	13.5	731
Total		7.4	37.6	39.1	15.9	1596

		Q056		
		MEAN	N	NMISS
AL	NonSup	3.63	78	4
	Sup	3.91	105	10
PL	NonSup	3.63	100	14
	Sup	3.62	138	8
RL	NonSup	3.20	132	14
	Sup	3.59	86	8
WL	NonSup	3.49	400	23
	Sup	3.67	303	14
Total	NonSup	3.47	710	55
	Sup	3.69	632	40
Total		3.57	1342	95

		Q057					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
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AL	NonSup	31.1	31.1	18.9	14.4	4.4	90
	Sup	17.2	36.9	18.9	21.3	5.7	122
PL	NonSup	30.5	28.8	20.3	18.6	1.7	118
	Sup	24.1	28.2	20.0	24.7	2.9	170
RL	NonSup	15.1	30.7	22.9	26.5	4.8	166
	Sup	14.6	31.1	18.4	23.3	12.6	103
WL	NonSup	30.5	35.2	14.0	17.9	2.5	486
	Sup	25.0	38.4	12.5	19.3	4.8	336
Total	NonSup	27.6	33.0	17.1	19.3	3.0	860
	Sup	22.0	34.7	16.1	21.5	5.6	731
Total		25.0	33.8	16.7	20.3	4.2	1591

		Q057			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	62.2	18.9	18.9	90
	Sup	54.1	18.9	27.0	122
PL	NonSup	59.3	20.3	20.3	118
	Sup	52.4	20.0	27.6	170
RL	NonSup	45.8	22.9	31.3	166
	Sup	45.6	18.4	35.9	103
WL	NonSup	65.6	14.0	20.4	486
	Sup	63.4	12.5	24.1	336
Total	NonSup	60.6	17.1	22.3	860
	Sup	56.8	16.1	27.1	731
Total		58.8	16.7	24.5	1591

		Q057		
		MEAN	N	NMISS
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AL	NonSup	2.30	90	5
	Sup	2.61	122	11
PL	NonSup	2.32	118	18
	Sup	2.54	170	7
RL	NonSup	2.75	166	13
	Sup	2.88	103	7
WL	NonSup	2.27	486	24
	Sup	2.40	336	15
Total	NonSup	2.37	860	60
	Sup	2.54	731	40
Total		2.45	1591	100

		Q058A					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	76.1	13.0	7.6	3.3	.	92
	Sup	46.9	19.2	13.8	11.5	8.5	130
PL	NonSup	76.1	13.4	9.0	1.5	.	134
	Sup	49.7	17.7	16.6	10.9	5.1	175
RL	NonSup	84.7	10.7	3.4	1.1	.	177
	Sup	62.7	17.3	9.1	6.4	4.5	110
WL	NonSup	87.0	8.1	3.9	0.8	0.2	509
	Sup	51.0	25.8	15.4	4.9	2.9	345
Total	NonSup	83.9	9.9	4.9	1.2	0.1	912
	Sup	51.7	21.6	14.5	7.6	4.6	760
Total		69.3	15.2	9.3	4.1	2.2	1672

Not applicable responses deleted

		Q058A		
		MEAN	N	NMISS
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AL	NonSup	1.38	92	3
	Sup	2.15	130	3
PL	NonSup	1.36	134	2
	Sup	2.04	175	2
RL	NonSup	1.21	177	2
	Sup	1.73	110	0
WL	NonSup	1.19	509	1
	Sup	1.83	345	6
Total	NonSup	1.24	912	8
	Sup	1.92	760	11
Total		1.55	1672	19

		Q058B					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
AL	NonSup	72.8	9.8	10.9	4.3	2.2	92
	Sup	31.5	21.5	16.9	18.5	11.5	130
PL	NonSup	68.9	14.1	13.3	3.0	0.7	135
	Sup	36.6	17.7	22.3	15.4	8.0	175
RL	NonSup	80.8	13.6	2.3	2.8	0.6	177
	Sup	49.1	20.0	10.9	14.5	5.5	110
WL	NonSup	80.7	11.6	5.7	1.8	0.2	509
	Sup	38.0	22.0	21.2	14.2	4.6	345
Total	NonSup	78.2	12.2	6.7	2.4	0.5	913
	Sup	38.2	20.7	19.2	15.3	6.7	760
Total		60.0	16.0	12.4	8.2	3.3	1673

		Q058B		
		MEAN	N	NMISS
AL	NonSup	1.53	92	3
	Sup	2.57	130	3
PL	NonSup	1.53	135	1
	Sup	2.41	175	2
RL	NonSup	1.29	177	2
	Sup	2.07	110	0
WL	NonSup	1.29	509	1
	Sup	2.26	345	6
Total	NonSup	1.35	913	7
	Sup	2.32	760	11
Total		1.79	1673	18

		Q058C					
		Not at all	Small extent	Moder extent	Great extent	Very Great extent	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	68.5	16.3	9.8	3.3	2.2	92
	Sup	32.3	20.0	11.5	18.5	17.7	130
PL	NonSup	63.2	19.9	11.0	5.9	.	136
	Sup	32.8	20.1	20.7	17.8	8.6	174
RL	NonSup	71.8	18.1	6.8	2.3	1.1	177
	Sup	29.1	30.0	17.3	17.3	6.4	110
WL	NonSup	78.7	11.6	6.7	2.6	0.4	508
	Sup	33.7	19.0	23.1	17.3	6.9	347
Total	NonSup	74.0	14.6	7.7	3.1	0.7	913
	Sup	32.6	21.0	19.7	17.6	9.1	761
Total		55.2	17.5	13.1	9.7	4.5	1674

Not applicable responses deleted

		Q058C		
		MEAN	N	NMISS
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AL	NonSup	1.54	92	3
	Sup	2.69	130	3
PL	NonSup	1.60	136	0
	Sup	2.49	174	3
RL	NonSup	1.43	177	2
	Sup	2.42	110	0
WL	NonSup	1.34	508	2
	Sup	2.45	347	4
Total	NonSup	1.42	913	7
	Sup	2.50	761	10
Total		1.91	1674	17

		Q059						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	16.1	23.7	35.5	15.1	1.1	8.6	93
	Sup	10.9	18.6	34.1	21.7	7.8	7.0	129
PL	NonSup	18.4	31.6	23.5	13.2	1.5	11.8	136
	Sup	9.6	29.4	23.2	24.3	7.9	5.6	177
RL	NonSup	10.2	32.8	35.6	15.3	0.6	5.6	177
	Sup	6.4	20.9	30.0	32.7	4.5	5.5	110
WL	NonSup	17.7	29.9	25.4	17.1	3.0	6.9	508
	Sup	13.8	22.7	24.1	28.7	6.6	4.0	348
Total	NonSup	16.2	30.1	28.1	16.0	2.1	7.5	914
	Sup	11.3	23.3	26.4	27.1	6.8	5.1	764
Total		13.9	27.0	27.4	21.0	4.2	6.4	1678

		Q059				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	39.8	35.5	16.1	8.6	93
	Sup	29.5	34.1	29.5	7.0	129
PL	NonSup	50.0	23.5	14.7	11.8	136
	Sup	39.0	23.2	32.2	5.6	177
RL	NonSup	42.9	35.6	15.8	5.6	177
	Sup	27.3	30.0	37.3	5.5	110
WL	NonSup	47.6	25.4	20.1	6.9	508
	Sup	36.5	24.1	35.3	4.0	348
Total	NonSup	46.3	28.1	18.1	7.5	914
	Sup	34.6	26.4	33.9	5.1	764
Total		40.9	27.4	25.3	6.4	1678

		Q059		
		MEAN	N	NMISS
AL	NonSup	2.58	85	2
	Sup	2.97	120	4
PL	NonSup	2.41	120	0
	Sup	2.91	167	0
RL	NonSup	2.61	167	2
	Sup	3.09	104	0
WL	NonSup	2.55	473	2
	Sup	2.91	334	3
Total	NonSup	2.54	845	6
	Sup	2.95	725	7
Total		2.73	1570	13

		Q060						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	18.3	32.3	26.9	10.8	2.2	9.7	93
	Sup	10.9	20.3	26.6	29.7	6.3	6.3	128
PL	NonSup	20.6	27.2	30.1	11.8	1.5	8.8	136
	Sup	12.6	24.6	25.1	26.9	5.7	5.1	175
RL	NonSup	13.6	30.5	27.7	19.8	1.7	6.8	177
	Sup	7.3	20.0	28.2	34.5	6.4	3.6	110
WL	NonSup	17.5	32.5	23.2	18.3	2.0	6.5	508
	Sup	13.2	24.1	27.3	26.7	4.3	4.3	348
Total	NonSup	17.3	31.3	25.5	16.8	1.9	7.2	914
	Sup	11.8	23.0	26.8	28.4	5.3	4.7	761
Total		14.8	27.5	26.1	22.1	3.4	6.1	1675

		Q060				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	50.5	26.9	12.9	9.7	93
	Sup	31.3	26.6	35.9	6.3	128
PL	NonSup	47.8	30.1	13.2	8.8	136
	Sup	37.1	25.1	32.6	5.1	175
RL	NonSup	44.1	27.7	21.5	6.8	177
	Sup	27.3	28.2	40.9	3.6	110
WL	NonSup	50.0	23.2	20.3	6.5	508
	Sup	37.4	27.3	31.0	4.3	348
Total	NonSup	48.6	25.5	18.7	7.2	914
	Sup	34.8	26.8	33.6	4.7	761
Total		42.3	26.1	25.5	6.1	1675

		Q060		
		MEAN	N	NMISS
AL	NonSup	2.40	84	2
	Sup	3.00	120	5
PL	NonSup	2.41	124	0
	Sup	2.88	166	2
RL	NonSup	2.63	165	2
	Sup	3.13	106	0
WL	NonSup	2.52	475	2
	Sup	2.84	333	3
Total	NonSup	2.51	848	6
	Sup	2.92	725	10
Total		2.70	1573	16

		Q061						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	21.1	27.8	31.1	10.0	.	10.0	90
	Sup	15.4	34.6	25.4	14.6	3.1	6.9	130
PL	NonSup	20.0	33.3	28.1	8.1	.	10.4	135
	Sup	14.8	36.4	25.6	15.3	2.3	5.7	176
RL	NonSup	11.9	33.0	27.8	17.0	1.7	8.5	176
	Sup	11.1	32.4	21.3	27.8	4.6	2.8	108
WL	NonSup	16.2	29.4	28.9	13.8	1.6	10.1	506
	Sup	17.2	33.6	23.6	18.1	2.6	4.9	348
Total	NonSup	16.4	30.5	28.8	13.2	1.2	9.8	907
	Sup	15.5	34.3	24.0	18.2	2.9	5.1	762
Total		16.0	32.2	26.6	15.5	2.0	7.7	1669

		Q061				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	48.9	31.1	10.0	10.0	90
	Sup	50.0	25.4	17.7	6.9	130
PL	NonSup	53.3	28.1	8.1	10.4	135
	Sup	51.1	25.6	17.6	5.7	176
RL	NonSup	44.9	27.8	18.8	8.5	176
	Sup	43.5	21.3	32.4	2.8	108
WL	NonSup	45.7	28.9	15.4	10.1	506
	Sup	50.9	23.6	20.7	4.9	348
Total	NonSup	47.0	28.8	14.4	9.8	907
	Sup	49.7	24.0	21.1	5.1	762
Total		48.2	26.6	17.5	7.7	1669

		Q061		
		MEAN	N	NMISS
AL	NonSup	2.33	81	5
	Sup	2.52	121	3
PL	NonSup	2.27	121	1
	Sup	2.51	166	1
RL	NonSup	2.60	161	3
	Sup	2.82	105	2
WL	NonSup	2.50	455	4
	Sup	2.53	331	3
Total	NonSup	2.47	818	13
	Sup	2.57	723	9
Total		2.52	1541	22

		Q062						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	.	3.3	30.8	29.7	15.4	20.9	91
	Sup	2.3	6.2	16.2	33.1	31.5	10.8	130
PL	NonSup	2.9	5.1	29.4	28.7	17.6	16.2	136
	Sup	1.7	5.1	17.6	27.8	35.2	12.5	176
RL	NonSup	1.1	2.3	36.2	24.9	13.0	22.6	177
	Sup	1.8	10.9	21.8	27.3	24.5	13.6	110
WL	NonSup	1.6	3.3	34.0	26.9	14.7	19.4	509
	Sup	2.3	4.6	24.1	29.3	27.9	11.8	348
Total	NonSup	1.5	3.4	33.4	27.1	14.9	19.7	913
	Sup	2.1	5.9	20.9	29.3	29.7	12.0	764
Total		1.8	4.5	27.7	28.1	21.6	16.2	1677

		Q062				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	3.3	30.8	45.1	20.9	91
	Sup	8.5	16.2	64.6	10.8	130
PL	NonSup	8.1	29.4	46.3	16.2	136
	Sup	6.8	17.6	63.1	12.5	176
RL	NonSup	3.4	36.2	37.9	22.6	177
	Sup	12.7	21.8	51.8	13.6	110
WL	NonSup	4.9	34.0	41.7	19.4	509
	Sup	6.9	24.1	57.2	11.8	348
Total	NonSup	4.9	33.4	41.9	19.7	913
	Sup	8.0	20.9	59.0	12.0	764
Total		6.3	27.7	49.7	16.2	1677

		Q062		
		MEAN	N	NMISS
AL	NonSup	3.72	72	4
	Sup	3.96	116	3
PL	NonSup	3.63	114	0
	Sup	4.03	154	1
RL	NonSup	3.60	137	2
	Sup	3.72	95	0
WL	NonSup	3.62	410	1
	Sup	3.86	307	3
Total	NonSup	3.63	733	7
	Sup	3.89	672	7
Total		3.76	1405	14

		Q063						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	14.1	17.4	33.7	20.7	6.5	7.6	92
	Sup	7.7	19.2	30.8	29.2	8.5	4.6	130
PL	NonSup	12.5	19.1	31.6	26.5	5.1	5.1	136
	Sup	12.6	26.3	24.0	30.3	5.1	1.7	175
RL	NonSup	7.9	26.6	29.4	28.2	5.1	2.8	177
	Sup	3.7	23.9	26.6	35.8	8.3	1.8	109
WL	NonSup	9.4	30.3	25.3	24.8	5.9	4.3	509
	Sup	14.4	28.2	22.1	25.6	5.7	4.0	348
Total	NonSup	10.1	26.6	27.9	25.3	5.7	4.5	914
	Sup	11.3	25.6	24.7	28.7	6.4	3.3	762
Total		10.6	26.1	26.4	26.8	6.0	3.9	1676

		Q063				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	31.5	33.7	27.2	7.6	92
	Sup	26.9	30.8	37.7	4.6	130
PL	NonSup	31.6	31.6	31.6	5.1	136
	Sup	38.9	24.0	35.4	1.7	175
RL	NonSup	34.5	29.4	33.3	2.8	177
	Sup	27.5	26.6	44.0	1.8	109
WL	NonSup	39.7	25.3	30.6	4.3	509
	Sup	42.5	22.1	31.3	4.0	348
Total	NonSup	36.7	27.9	31.0	4.5	914
	Sup	36.9	24.7	35.2	3.3	762
Total		36.8	26.4	32.9	3.9	1676

		Q063		
		MEAN	N	NMISS
AL	NonSup	2.87	85	3
	Sup	3.12	124	3
PL	NonSup	2.92	129	0
	Sup	2.89	172	2
RL	NonSup	2.96	172	2
	Sup	3.21	107	1
WL	NonSup	2.87	487	1
	Sup	2.79	334	3
Total	NonSup	2.89	873	6
	Sup	2.93	737	9
Total		2.91	1610	15

		Q064						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	15.4	20.9	35.2	13.2	1.1	14.3	91
	Sup	9.3	18.6	34.1	24.0	3.1	10.9	129
PL	NonSup	17.6	21.3	27.2	16.9	4.4	12.5	136
	Sup	10.8	19.9	35.8	22.7	3.4	7.4	176
RL	NonSup	14.1	18.1	40.7	15.8	2.8	8.5	177
	Sup	2.8	19.3	33.0	29.4	4.6	11.0	109
WL	NonSup	11.8	20.3	32.9	21.5	2.4	11.2	508
	Sup	8.0	19.5	34.5	26.4	4.0	7.5	348
Total	NonSup	13.5	20.1	33.8	18.9	2.6	11.2	912
	Sup	8.1	19.4	34.5	25.6	3.8	8.5	762
Total		11.1	19.8	34.1	21.9	3.2	10.0	1674

		Q064				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	36.3	35.2	14.3	14.3	91
	Sup	27.9	34.1	27.1	10.9	129
PL	NonSup	39.0	27.2	21.3	12.5	136
	Sup	30.7	35.8	26.1	7.4	176
RL	NonSup	32.2	40.7	18.6	8.5	177
	Sup	22.0	33.0	33.9	11.0	109
WL	NonSup	32.1	32.9	23.8	11.2	508
	Sup	27.6	34.5	30.5	7.5	348
Total	NonSup	33.6	33.8	21.5	11.2	912
	Sup	27.6	34.5	29.4	8.5	762
Total		30.8	34.1	25.1	10.0	1674

		Q064		
		MEAN	N	NMISS
AL	NonSup	2.58	78	4
	Sup	2.92	115	4
PL	NonSup	2.65	119	0
	Sup	2.87	163	1
RL	NonSup	2.73	162	2
	Sup	3.15	97	1
WL	NonSup	2.80	451	2
	Sup	2.99	322	3
Total	NonSup	2.74	810	8
	Sup	2.97	697	9
Total		2.85	1507	17

		Q065					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	6.5	23.7	25.8	33.3	10.8	93
	Sup	8.5	12.4	14.0	46.5	18.6	129
PL	NonSup	11.0	26.5	24.3	30.1	8.1	136
	Sup	8.5	17.6	17.0	38.1	18.8	176
RL	NonSup	5.6	20.9	23.2	39.0	11.3	177
	Sup	3.6	13.6	17.3	48.2	17.3	110
WL	NonSup	7.9	24.4	21.7	36.6	9.4	508
	Sup	5.2	17.3	21.6	43.5	12.4	347
Total	NonSup	7.8	24.0	22.8	35.8	9.7	914
	Sup	6.3	16.0	18.6	43.4	15.6	762
Total		7.1	20.3	20.9	39.3	12.4	1676

		Q065			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	30.1	25.8	44.1	93
	Sup	20.9	14.0	65.1	129
PL	NonSup	37.5	24.3	38.2	136
	Sup	26.1	17.0	56.8	176
RL	NonSup	26.6	23.2	50.3	177
	Sup	17.3	17.3	65.5	110
WL	NonSup	32.3	21.7	46.1	508
	Sup	22.5	21.6	55.9	347
Total	NonSup	31.7	22.8	45.5	914
	Sup	22.3	18.6	59.1	762
Total		27.4	20.9	51.7	1676

		Q065		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.18	93	2
	Sup	3.54	129	4
PL	NonSup	2.98	136	0
	Sup	3.41	176	1
RL	NonSup	3.29	177	2
	Sup	3.62	110	0
WL	NonSup	3.15	508	2
	Sup	3.41	347	4
Total	NonSup	3.16	914	6
	Sup	3.46	762	9
Total		3.30	1676	15

		Q066					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	5.4	20.7	33.7	30.4	9.8	92
	Sup	7.8	11.6	23.3	39.5	17.8	129
PL	NonSup	10.3	25.0	30.1	26.5	8.1	136
	Sup	6.8	16.5	22.2	36.9	17.6	176
RL	NonSup	5.1	17.5	32.2	33.3	11.9	177
	Sup	3.6	14.5	20.9	43.6	17.3	110
WL	NonSup	6.5	21.5	26.4	35.6	10.0	508
	Sup	4.0	15.9	24.0	42.2	13.9	346
Total	NonSup	6.7	21.1	28.8	33.3	10.1	913
	Sup	5.3	15.1	23.0	40.7	15.9	761
Total		6.0	18.4	26.2	36.7	12.7	1674

		Q066			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	26.1	33.7	40.2	92
	Sup	19.4	23.3	57.4	129
PL	NonSup	35.3	30.1	34.6	136
	Sup	23.3	22.2	54.5	176
RL	NonSup	22.6	32.2	45.2	177
	Sup	18.2	20.9	60.9	110
WL	NonSup	28.0	26.4	45.7	508
	Sup	19.9	24.0	56.1	346
Total	NonSup	27.8	28.8	43.4	913
	Sup	20.4	23.0	56.6	761
Total		24.4	26.2	49.4	1674

Not applicable responses deleted

		Q066		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.18	92	3
	Sup	3.48	129	4
PL	NonSup	2.97	136	0
	Sup	3.42	176	1
RL	NonSup	3.29	177	2
	Sup	3.56	110	0
WL	NonSup	3.21	508	2
	Sup	3.46	346	5
Total	NonSup	3.19	913	7
	Sup	3.47	761	10
Total		3.32	1674	17

		Q067				
		Too Long	Right Len	Too Short	Unsure	Total
		%	%	%	%	N
---	---					
AL	NonSup	4.3	39.8	43.0	12.9	93
	Sup	3.1	30.8	56.2	10.0	130
PL	NonSup	5.1	41.9	33.1	19.9	136
	Sup	2.9	39.1	44.8	13.2	174
RL	NonSup	1.1	43.1	35.1	20.7	174
	Sup	0.9	32.7	55.5	10.9	110
WL	NonSup	2.6	43.1	36.0	18.4	506
	Sup	1.7	36.2	49.3	12.8	345
Total	NonSup	2.9	42.6	36.1	18.5	909
	Sup	2.1	35.4	50.3	12.1	759
Total		2.5	39.3	42.6	15.6	1668

		Q068				
		Too Long	Right Len	Too Short	Unsure	Total
		%	%	%	%	N
---	---					
AL	NonSup	3.2	36.6	31.2	29.0	93
	Sup	3.1	33.1	44.6	19.2	130
PL	NonSup	2.9	36.0	27.2	33.8	136
	Sup	2.9	34.7	39.9	22.5	173
RL	NonSup	0.6	36.0	31.4	32.0	172
	Sup	0.9	31.5	50.0	17.6	108
WL	NonSup	1.6	33.4	36.2	28.8	503
	Sup	0.9	32.1	49.6	17.5	343
Total	NonSup	1.8	34.6	33.4	30.2	904
	Sup	1.7	32.8	46.6	19.0	754
Total		1.7	33.8	39.4	25.1	1658

		Q069A						
		Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	4.4	6.6	23.1	29.7	6.6	29.7	91
	Sup	1.5	9.2	13.0	41.2	17.6	17.6	131
PL	NonSup	1.5	5.1	14.7	44.1	16.9	17.6	136
	Sup	1.2	6.4	17.3	42.8	22.0	10.4	173
RL	NonSup	1.1	4.5	13.5	46.6	15.2	19.1	178
	Sup	.	4.5	10.9	49.1	20.9	14.5	110
WL	NonSup	0.6	3.9	17.1	33.1	14.2	31.1	508
	Sup	1.2	4.3	12.4	32.1	22.0	28.0	346
Total	NonSup	1.2	4.5	16.6	37.0	14.0	26.6	913
	Sup	1.1	5.7	13.4	38.6	21.1	20.3	760
Total		1.1	5.0	15.2	37.7	17.2	23.7	1673

		Q069A				
		Dissatisfied	Neutral	Satisfied	N/A	Total
		%	%	%	%	N
AL	NonSup	11.0	23.1	36.3	29.7	91
	Sup	10.7	13.0	58.8	17.6	131
PL	NonSup	6.6	14.7	61.0	17.6	136
	Sup	7.5	17.3	64.7	10.4	173
RL	NonSup	5.6	13.5	61.8	19.1	178
	Sup	4.5	10.9	70.0	14.5	110
WL	NonSup	4.5	17.1	47.2	31.1	508
	Sup	5.5	12.4	54.0	28.0	346
Total	NonSup	5.7	16.6	51.0	26.6	913
	Sup	6.7	13.4	59.6	20.3	760
Total		6.2	15.2	54.9	23.7	1673

		Q069A		
		MEAN	N	NMISS
AL	NonSup	3.39	64	4
	Sup	3.78	108	2
PL	NonSup	3.85	112	0
	Sup	3.87	155	4
RL	NonSup	3.87	144	1
	Sup	4.01	94	0
WL	NonSup	3.82	350	2
	Sup	3.96	249	5
Total	NonSup	3.79	670	7
	Sup	3.91	606	11
Total		3.85	1276	18

		Q069B						
		Very Dissatisf-ied	Dissatisf-ied	Neither	Satisfied	Very Satisfied	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	3.3	4.4	24.4	24.4	3.3	40.0	90
	Sup	0.8	6.2	22.3	36.2	6.2	28.5	130
PL	NonSup	.	11.9	18.5	25.9	8.1	35.6	135
	Sup	1.2	12.1	25.4	31.2	5.2	24.9	173
RL	NonSup	.	3.9	23.0	32.0	6.2	34.8	178
	Sup	0.9	5.5	17.3	40.9	8.2	27.3	110
WL	NonSup	0.6	3.4	23.9	20.9	3.7	47.5	507
	Sup	0.6	4.9	17.6	26.9	4.3	45.7	346
Total	NonSup	0.7	4.8	23.0	24.2	4.8	42.5	910
	Sup	0.8	6.9	20.2	31.5	5.4	35.3	759
Total		0.7	5.8	21.7	27.5	5.1	39.2	1669

		Q069B				
		Dissatisf-ied	Neutral	Satisfied	N/A	Total
		%	%	%	%	N
AL	NonSup	7.8	24.4	27.8	40.0	90
	Sup	6.9	22.3	42.3	28.5	130
PL	NonSup	11.9	18.5	34.1	35.6	135
	Sup	13.3	25.4	36.4	24.9	173
RL	NonSup	3.9	23.0	38.2	34.8	178
	Sup	6.4	17.3	49.1	27.3	110
WL	NonSup	3.9	23.9	24.7	47.5	507
	Sup	5.5	17.6	31.2	45.7	346
Total	NonSup	5.5	23.0	29.0	42.5	910
	Sup	7.6	20.2	36.9	35.3	759
Total		6.5	21.7	32.6	39.2	1669

		Q069B		
		MEAN	N	NMISS
AL	NonSup	3.33	54	5
	Sup	3.57	93	3
PL	NonSup	3.47	87	1
	Sup	3.36	130	4
RL	NonSup	3.62	116	1
	Sup	3.69	80	0
WL	NonSup	3.45	266	3
	Sup	3.54	188	5
Total	NonSup	3.48	523	10
	Sup	3.52	491	12
Total		3.50	1014	22

		Q069C						
		Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	2.2	7.8	23.3	24.4	1.1	41.1	90
	Sup	0.8	4.6	26.9	29.2	4.6	33.8	130
PL	NonSup	0.7	3.7	20.7	29.6	7.4	37.8	135
	Sup	.	6.4	16.8	38.2	8.1	30.6	173
RL	NonSup	1.1	3.9	18.5	27.0	6.2	43.3	178
	Sup	.	3.6	13.6	31.8	7.3	43.6	110
WL	NonSup	0.8	4.3	17.9	17.1	3.9	55.9	508
	Sup	0.6	4.3	17.1	19.9	4.9	53.2	346
Total	NonSup	1.0	4.5	19.0	21.6	4.6	49.3	911
	Sup	0.4	4.7	18.2	27.4	5.9	43.3	759
Total		0.7	4.6	18.6	24.3	5.2	46.6	1670

		Q069C				
		Dissatisfied	Neutral	Satisfied	N/A	Total
		%	%	%	%	N
AL	NonSup	10.0	23.3	25.6	41.1	90
	Sup	5.4	26.9	33.8	33.8	130
PL	NonSup	4.4	20.7	37.0	37.8	135
	Sup	6.4	16.8	46.2	30.6	173
RL	NonSup	5.1	18.5	33.1	43.3	178
	Sup	3.6	13.6	39.1	43.6	110
WL	NonSup	5.1	17.9	21.1	55.9	508
	Sup	4.9	17.1	24.9	53.2	346
Total	NonSup	5.5	19.0	26.2	49.3	911
	Sup	5.1	18.2	33.3	43.3	759
Total		5.3	18.6	29.5	46.6	1670

		Q069C		
		MEAN	N	NMISS
AL	NonSup	3.25	53	5
	Sup	3.49	86	3
PL	NonSup	3.63	84	1
	Sup	3.69	120	4
RL	NonSup	3.58	101	1
	Sup	3.76	62	0
WL	NonSup	3.43	224	2
	Sup	3.52	162	5
Total	NonSup	3.48	462	9
	Sup	3.60	430	12
Total		3.54	892	21

		Q069D						
		Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	7.7	13.2	17.6	23.1	1.1	37.4	91
	Sup	4.6	16.0	22.9	26.0	3.8	26.7	131
PL	NonSup	6.6	16.9	21.3	16.9	2.2	36.0	136
	Sup	6.9	26.4	22.4	20.7	1.1	22.4	174
RL	NonSup	2.2	16.3	27.5	25.3	6.2	22.5	178
	Sup	1.8	18.2	22.7	31.8	5.5	20.0	110
WL	NonSup	4.9	14.0	21.7	18.3	2.4	38.8	508
	Sup	2.0	17.1	18.2	20.5	2.3	39.9	346
Total	NonSup	4.9	14.8	22.3	19.9	3.0	35.0	913
	Sup	3.5	19.2	20.6	23.1	2.8	30.7	761
Total		4.3	16.8	21.6	21.4	2.9	33.1	1674

		Q069D				
		Dissatisfied	Neutral	Satisfied	N/A	Total
		%	%	%	%	N
AL	NonSup	20.9	17.6	24.2	37.4	91
	Sup	20.6	22.9	29.8	26.7	131
PL	NonSup	23.5	21.3	19.1	36.0	136
	Sup	33.3	22.4	21.8	22.4	174
RL	NonSup	18.5	27.5	31.5	22.5	178
	Sup	20.0	22.7	37.3	20.0	110
WL	NonSup	18.9	21.7	20.7	38.8	508
	Sup	19.1	18.2	22.8	39.9	346
Total	NonSup	19.7	22.3	22.9	35.0	913
	Sup	22.7	20.6	25.9	30.7	761
Total		21.1	21.6	24.3	33.1	1674

		Q069D		
		MEAN	N	NMISS
AL	NonSup	2.95	57	4
	Sup	3.11	96	2
PL	NonSup	2.86	87	0
	Sup	2.78	135	3
RL	NonSup	3.22	138	1
	Sup	3.26	88	0
WL	NonSup	2.99	311	2
	Sup	3.07	208	5
Total	NonSup	3.02	593	7
	Sup	3.03	527	10
Total		3.03	1120	17

		Q069E						
		Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	4.4	13.2	19.8	28.6	2.2	31.9	91
	Sup	6.2	13.8	24.6	30.8	6.9	17.7	130
PL	NonSup	5.1	14.0	20.6	28.7	3.7	27.9	136
	Sup	3.4	20.1	27.6	28.7	3.4	16.7	174
RL	NonSup	1.7	13.5	25.8	32.0	11.2	15.7	178
	Sup	2.7	14.5	18.2	39.1	11.8	13.6	110
WL	NonSup	4.1	15.7	19.9	22.0	3.3	34.8	508
	Sup	4.3	19.1	15.1	23.2	7.0	31.3	345
Total	NonSup	3.8	14.8	21.1	25.6	4.8	29.8	913
	Sup	4.2	17.8	20.0	28.1	6.9	23.1	759
Total		4.0	16.1	20.6	26.7	5.7	26.7	1672

		Q069E				
		Dissatisfied	Neutral	Satisfied	N/A	Total
		%	%	%	%	N
AL	NonSup	17.6	19.8	30.8	31.9	91
	Sup	20.0	24.6	37.7	17.7	130
PL	NonSup	19.1	20.6	32.4	27.9	136
	Sup	23.6	27.6	32.2	16.7	174
RL	NonSup	15.2	25.8	43.3	15.7	178
	Sup	17.3	18.2	50.9	13.6	110
WL	NonSup	19.9	19.9	25.4	34.8	508
	Sup	23.5	15.1	30.1	31.3	345
Total	NonSup	18.6	21.1	30.4	29.8	913
	Sup	22.0	20.0	34.9	23.1	759
Total		20.2	20.6	32.5	26.7	1672

Not applicable responses deleted

		Q069E		
		MEAN	N	NMISS
AL	NonSup	3.16	62	4
	Sup	3.22	107	3
PL	NonSup	3.16	98	0
	Sup	3.10	145	3
RL	NonSup	3.45	150	1
	Sup	3.49	95	0
WL	NonSup	3.07	331	2
	Sup	3.14	237	6
Total	NonSup	3.18	641	7
	Sup	3.20	584	12
Total		3.19	1225	19

		Q069F						
		Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	.	2.2	23.6	15.7	2.2	56.2	89
	Sup	.	5.5	13.3	9.4	0.8	71.1	128
PL	NonSup	0.7	4.4	22.1	11.0	3.7	58.1	136
	Sup	2.3	4.0	23.0	13.8	4.0	52.9	174
RL	NonSup	0.6	1.7	22.6	19.8	4.0	51.4	177
	Sup	.	3.6	18.2	20.9	1.8	55.5	110
WL	NonSup	0.6	2.6	20.1	11.0	2.0	63.7	507
	Sup	1.2	2.3	18.3	11.3	3.5	63.5	345
Total	NonSup	0.6	2.6	21.2	13.2	2.6	59.7	909
	Sup	1.1	3.4	18.5	12.9	2.9	61.2	757
Total		0.8	3.0	20.0	13.1	2.8	60.4	1666

		Q069F				
		Dissatisfied	Neutral	Satisfied	N/A	Total
		%	%	%	%	N
AL	NonSup	2.2	23.6	18.0	56.2	89
	Sup	5.5	13.3	10.2	71.1	128
PL	NonSup	5.1	22.1	14.7	58.1	136
	Sup	6.3	23.0	17.8	52.9	174
RL	NonSup	2.3	22.6	23.7	51.4	177
	Sup	3.6	18.2	22.7	55.5	110
WL	NonSup	3.2	20.1	13.0	63.7	507
	Sup	3.5	18.3	14.8	63.5	345
Total	NonSup	3.2	21.2	15.8	59.7	909
	Sup	4.5	18.5	15.9	61.2	757
Total		3.8	20.0	15.8	60.4	1666

		Q069F		
		MEAN	N	NMISS
AL	NonSup	3.41	39	6
	Sup	3.19	37	5
PL	NonSup	3.30	57	0
	Sup	3.28	82	3
RL	NonSup	3.51	86	2
	Sup	3.47	49	0
WL	NonSup	3.31	184	3
	Sup	3.37	126	6
Total	NonSup	3.37	366	11
	Sup	3.34	294	14
Total		3.35	660	25

		Q069G						
		Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	1.1	1.1	25.8	10.1	2.2	59.6	89
	Sup	2.3	0.8	14.7	7.8	0.8	73.6	129
PL	NonSup	4.4	5.9	23.5	15.4	2.2	48.5	136
	Sup	2.3	9.2	23.6	17.2	1.7	46.0	174
RL	NonSup	1.1	3.4	28.2	18.1	2.8	46.3	177
	Sup	1.8	5.5	17.3	25.5	1.8	48.2	110
WL	NonSup	2.0	4.9	22.4	10.8	1.4	58.5	508
	Sup	1.5	6.1	19.2	12.2	1.7	59.3	344
Total	NonSup	2.1	4.4	24.1	12.9	1.9	54.7	910
	Sup	1.8	5.8	19.2	14.5	1.6	57.1	757
Total		2.0	5.0	21.8	13.6	1.7	55.8	1667

		Q069G				
		Dissatisfied	Neutral	Satisfied	N/A	Total
		%	%	%	%	N
AL	NonSup	2.2	25.8	12.4	59.6	89
	Sup	3.1	14.7	8.5	73.6	129
PL	NonSup	10.3	23.5	17.6	48.5	136
	Sup	11.5	23.6	19.0	46.0	174
RL	NonSup	4.5	28.2	20.9	46.3	177
	Sup	7.3	17.3	27.3	48.2	110
WL	NonSup	6.9	22.4	12.2	58.5	508
	Sup	7.6	19.2	14.0	59.3	344
Total	NonSup	6.5	24.1	14.7	54.7	910
	Sup	7.7	19.2	16.1	57.1	757
Total		7.0	21.8	15.4	55.8	1667

		Q069G		
		MEAN	N	NMISS
AL	NonSup	3.28	36	6
	Sup	3.15	34	4
PL	NonSup	3.10	70	0
	Sup	3.13	94	3
RL	NonSup	3.34	95	2
	Sup	3.39	57	0
WL	NonSup	3.11	211	2
	Sup	3.16	140	7
Total	NonSup	3.18	412	10
	Sup	3.19	325	14
Total		3.18	737	24

		Q069H					
		Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	.	.	29.1	7.0	1.2	62.8	86
	Sup	.	1.6	16.3	3.3	.	78.9	123
PL	NonSup	0.8	0.8	29.4	6.3	2.4	60.3	126
	Sup	0.6	1.9	29.2	6.5	0.6	61.0	154
RL	NonSup	0.6	0.6	28.8	10.6	2.4	57.1	170
	Sup	.	1.9	18.1	13.3	.	66.7	105
WL	NonSup	0.8	0.4	25.5	4.5	0.8	68.0	491
	Sup	0.3	1.2	20.7	7.6	.	70.1	328
Total	NonSup	0.7	0.5	27.0	6.2	1.4	64.3	873
	Sup	0.3	1.5	21.4	7.5	0.1	69.2	710
Total		0.5	0.9	24.5	6.8	0.8	66.5	1583

		Q069H				
		Dissatisfied	Neutral	Satisfied	N/A	Total
		%	%	%	%	N
AL	NonSup	.	29.1	8.1	62.8	86
	Sup	1.6	16.3	3.3	78.9	123
PL	NonSup	1.6	29.4	8.7	60.3	126
	Sup	2.6	29.2	7.1	61.0	154
RL	NonSup	1.2	28.8	12.9	57.1	170
	Sup	1.9	18.1	13.3	66.7	105
WL	NonSup	1.2	25.5	5.3	68.0	491
	Sup	1.5	20.7	7.6	70.1	328
Total	NonSup	1.1	27.0	7.6	64.3	873
	Sup	1.8	21.4	7.6	69.2	710
Total		1.5	24.5	7.6	66.5	1583

		Q069H		
		MEAN	N	NMISS
AL	NonSup	3.25	32	9
	Sup	3.08	26	10
PL	NonSup	3.22	50	10
	Sup	3.12	60	23
RL	NonSup	3.32	73	9
	Sup	3.34	35	5
WL	NonSup	3.13	157	19
	Sup	3.19	98	23
Total	NonSup	3.20	312	47
	Sup	3.18	219	61
Total		3.19	531	108

		Q070				
		Yes	No,planned Rif	No	Unsure	Total
		%	%	%	%	N
---	---					
AL	NonSup	18.9	7.4	51.6	22.1	95
	Sup	25.0	3.8	59.8	11.4	132
PL	NonSup	14.7	14.0	60.3	11.0	136
	Sup	17.8	13.8	60.9	7.5	174
RL	NonSup	61.2	10.7	21.9	6.2	178
	Sup	54.5	6.4	34.5	4.5	110
WL	NonSup	36.1	21.0	33.0	9.8	509
	Sup	40.5	26.0	27.7	5.8	346
Total	NonSup	36.1	16.6	36.8	10.6	918
	Sup	34.6	16.5	41.9	7.0	762
Total		35.4	16.5	39.1	8.9	1680

		Q070				
		1	2	3	4	Total
		%	%	%	%	N
---	---					
AL	NonSup	18.9	7.4	51.6	22.1	95
	Sup	25.0	3.8	59.8	11.4	132
PL	NonSup	14.7	14.0	60.3	11.0	136
	Sup	17.8	13.8	60.9	7.5	174
RL	NonSup	61.2	10.7	21.9	6.2	178
	Sup	54.5	6.4	34.5	4.5	110
WL	NonSup	36.1	21.0	33.0	9.8	509
	Sup	40.5	26.0	27.7	5.8	346
Total	NonSup	36.1	16.6	36.8	10.6	918
	Sup	34.6	16.5	41.9	7.0	762
Total		35.4	16.5	39.1	8.9	1680

		Q071			
		Yes	No	Unsure	Total
		%	%	%	N
---	---				
AL	NonSup	18.2	72.7	9.1	22
	Sup	10.5	86.8	2.6	38
PL	NonSup	29.2	70.8	.	24
	Sup	26.3	71.1	2.6	38
RL	NonSup	25.6	72.6	1.7	117
	Sup	15.9	84.1	.	63
WL	NonSup	27.4	69.7	3.0	201
	Sup	23.5	76.5	.	149
Total	NonSup	26.4	70.9	2.7	364
	Sup	20.5	78.8	0.7	288
Total		23.8	74.4	1.8	652

		Q071			
		1	2	3	Total
		%	%	%	N
---	---				
AL	NonSup	18.2	72.7	9.1	22
	Sup	10.5	86.8	2.6	38
PL	NonSup	29.2	70.8	.	24
	Sup	26.3	71.1	2.6	38
RL	NonSup	25.6	72.6	1.7	117
	Sup	15.9	84.1	.	63
WL	NonSup	27.4	69.7	3.0	201
	Sup	23.5	76.5	.	149
Total	NonSup	26.4	70.9	2.7	364
	Sup	20.5	78.8	0.7	288
Total		23.8	74.4	1.8	652

		Q071A						
		Very Poor	Poor	Fair	Good	Very Good	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	33.3	22.2	33.3	.	.	11.1	9
	Sup	25.0	.	.	50.0	.	25.0	8
PL	NonSup	33.3	11.1	11.1	22.2	11.1	11.1	9
	Sup	16.7	16.7	16.7	41.7	.	8.3	12
RL	NonSup	12.5	9.4	21.9	21.9	9.4	25.0	32
	Sup	23.1	15.4	7.7	23.1	15.4	15.4	13
WL	NonSup	6.3	22.2	22.2	22.2	1.6	25.4	63
	Sup	17.5	32.5	12.5	22.5	10.0	5.0	40
Total	NonSup	12.4	17.7	22.1	20.4	4.4	23.0	113
	Sup	19.2	23.3	11.0	28.8	8.2	9.6	73
Total		15.1	19.9	17.7	23.7	5.9	17.7	186

		Q071A				
		Poor	Fair	Good	N/A	Total
		%	%	%	%	N
AL	NonSup	55.6	33.3	.	11.1	9
	Sup	25.0	.	50.0	25.0	8
PL	NonSup	44.4	11.1	33.3	11.1	9
	Sup	33.3	16.7	41.7	8.3	12
RL	NonSup	21.9	21.9	31.3	25.0	32
	Sup	38.5	7.7	38.5	15.4	13
WL	NonSup	28.6	22.2	23.8	25.4	63
	Sup	50.0	12.5	32.5	5.0	40
Total	NonSup	30.1	22.1	24.8	23.0	113
	Sup	42.5	11.0	37.0	9.6	73
Total		34.9	17.7	29.6	17.7	186

		Q071A		
		MEAN	N	NMISS
AL	NonSup	2.00	8	86
	Sup	3.00	6	125
PL	NonSup	2.63	8	127
	Sup	2.91	11	165
RL	NonSup	3.08	24	147
	Sup	2.91	11	97
WL	NonSup	2.87	47	447
	Sup	2.74	38	311
Total	NonSup	2.83	87	807
	Sup	2.82	66	698
Total		2.82	153	1505

		Q071B			
		Yes	No	Not Sure	Total
		%	%	%	N
---	---				
AL	NonSup	22.2	55.6	22.2	9
	Sup	50.0	37.5	12.5	8
PL	NonSup	22.2	77.8	.	9
	Sup	75.0	16.7	8.3	12
RL	NonSup	63.6	24.2	12.1	33
	Sup	80.0	13.3	6.7	15
WL	NonSup	60.0	21.5	18.5	65
	Sup	65.9	26.8	7.3	41
Total	NonSup	55.2	29.3	15.5	116
	Sup	68.4	23.7	7.9	76
Total		60.4	27.1	12.5	192

		Q071C			
		Yes	No	N/A	Total
		%	%	%	N
---	---				
AL	NonSup	11.1	55.6	33.3	9
	Sup	12.5	25.0	62.5	8
PL	NonSup	22.2	55.6	22.2	9
	Sup	33.3	50.0	16.7	12
RL	NonSup	35.3	17.6	47.1	34
	Sup	53.3	20.0	26.7	15
WL	NonSup	29.2	29.2	41.5	65
	Sup	29.3	24.4	46.3	41
Total	NonSup	29.1	29.9	41.0	117
	Sup	32.9	27.6	39.5	76
Total		30.6	29.0	40.4	193

		Q072					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	16.8	27.4	26.3	27.4	2.1	95
	Sup	7.6	26.5	15.2	47.0	3.8	132
PL	NonSup	22.8	38.2	16.9	20.6	1.5	136
	Sup	13.0	27.7	22.0	35.6	1.7	177
RL	NonSup	14.0	36.0	15.7	31.5	2.8	178
	Sup	6.4	26.4	19.1	44.5	3.6	110
WL	NonSup	11.6	31.2	16.7	37.5	2.9	509
	Sup	9.5	25.0	18.7	42.2	4.6	348
Total	NonSup	14.3	32.8	17.5	32.8	2.6	918
	Sup	9.5	26.1	18.9	41.9	3.7	767
Total		12.1	29.7	18.2	36.9	3.1	1685

		Q072			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	44.2	26.3	29.5	95
	Sup	34.1	15.2	50.8	132
PL	NonSup	61.0	16.9	22.1	136
	Sup	40.7	22.0	37.3	177
RL	NonSup	50.0	15.7	34.3	178
	Sup	32.7	19.1	48.2	110
WL	NonSup	42.8	16.7	40.5	509
	Sup	34.5	18.7	46.8	348
Total	NonSup	47.1	17.5	35.4	918
	Sup	35.6	18.9	45.5	767
Total		41.8	18.2	40.0	1685

		Q072		
		MEAN	N	NMISS
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AL	NonSup	2.71	95	0
	Sup	3.13	132	1
PL	NonSup	2.40	136	0
	Sup	2.85	177	0
RL	NonSup	2.73	178	1
	Sup	3.13	110	0
WL	NonSup	2.89	509	1
	Sup	3.07	348	3
Total	NonSup	2.77	918	2
	Sup	3.04	767	4
Total		2.89	1685	6

		Q073					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	15.8	26.3	20.0	36.8	1.1	95
	Sup	6.1	20.5	15.9	45.5	12.1	132
PL	NonSup	14.0	22.8	21.3	39.7	2.2	136
	Sup	6.8	16.5	17.0	53.4	6.3	176
RL	NonSup	11.8	29.8	21.3	32.6	4.5	178
	Sup	6.4	10.9	28.2	40.0	14.5	110
WL	NonSup	11.4	24.9	24.7	35.1	3.9	510
	Sup	6.9	17.6	18.2	49.3	8.1	347
Total	NonSup	12.3	25.7	23.1	35.5	3.5	919
	Sup	6.7	16.9	19.0	48.2	9.3	765
Total		9.7	21.7	21.2	41.3	6.1	1684

		Q073			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	42.1	20.0	37.9	95
	Sup	26.5	15.9	57.6	132
PL	NonSup	36.8	21.3	41.9	136
	Sup	23.3	17.0	59.7	176
RL	NonSup	41.6	21.3	37.1	178
	Sup	17.3	28.2	54.5	110
WL	NonSup	36.3	24.7	39.0	510
	Sup	24.5	18.2	57.3	347
Total	NonSup	38.0	23.1	39.0	919
	Sup	23.5	19.0	57.5	765
Total		31.4	21.2	47.4	1684

		Q073		
		MEAN	N	NMISS
AL	NonSup	2.81	95	0
	Sup	3.37	132	1
PL	NonSup	2.93	136	0
	Sup	3.36	176	1
RL	NonSup	2.88	178	1
	Sup	3.45	110	0
WL	NonSup	2.95	510	0
	Sup	3.34	347	4
Total	NonSup	2.92	919	1
	Sup	3.37	765	6
Total		3.12	1684	7

		Q074					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	6.3	10.5	16.8	60.0	6.3	95
	Sup	3.1	12.3	16.2	62.3	6.2	130
PL	NonSup	5.2	13.3	21.5	51.9	8.1	135
	Sup	1.7	6.3	14.9	68.6	8.6	175
RL	NonSup	6.2	13.5	16.3	55.1	9.0	178
	Sup	1.8	9.1	16.4	63.6	9.1	110
WL	NonSup	5.5	12.8	15.1	58.0	8.6	509
	Sup	1.7	9.2	16.7	60.8	11.5	347
Total	NonSup	5.7	12.8	16.5	56.7	8.4	917
	Sup	2.0	9.1	16.1	63.3	9.6	762
Total		4.0	11.1	16.3	59.7	8.9	1679

		Q074			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	16.8	16.8	66.3	95
	Sup	15.4	16.2	68.5	130
PL	NonSup	18.5	21.5	60.0	135
	Sup	8.0	14.9	77.1	175
RL	NonSup	19.7	16.3	64.0	178
	Sup	10.9	16.4	72.7	110
WL	NonSup	18.3	15.1	66.6	509
	Sup	11.0	16.7	72.3	347
Total	NonSup	18.4	16.5	65.1	917
	Sup	11.0	16.1	72.8	762
Total		15.1	16.3	68.6	1679

		Q074		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.49	95	0
	Sup	3.56	130	3
PL	NonSup	3.44	135	1
	Sup	3.76	175	2
RL	NonSup	3.47	178	1
	Sup	3.69	110	0
WL	NonSup	3.51	509	1
	Sup	3.71	347	4
Total	NonSup	3.49	917	3
	Sup	3.69	762	9
Total		3.58	1679	12

		Q075					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	12.6	30.5	26.3	30.5	.	95
	Sup	7.7	23.8	23.8	41.5	3.1	130
PL	NonSup	13.3	28.9	29.6	27.4	0.7	135
	Sup	10.2	24.9	23.7	39.0	2.3	177
RL	NonSup	15.3	35.6	25.4	20.3	3.4	177
	Sup	3.6	24.5	30.9	39.1	1.8	110
WL	NonSup	14.1	26.9	23.1	32.0	3.9	510
	Sup	6.6	23.0	24.1	39.4	6.9	348
Total	NonSup	14.1	29.2	24.9	28.9	2.9	917
	Sup	7.2	23.8	25.0	39.6	4.4	765
Total		10.9	26.8	24.9	33.8	3.6	1682

		Q075			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	43.2	26.3	30.5	95
	Sup	31.5	23.8	44.6	130
PL	NonSup	42.2	29.6	28.1	135
	Sup	35.0	23.7	41.2	177
RL	NonSup	50.8	25.4	23.7	177
	Sup	28.2	30.9	40.9	110
WL	NonSup	41.0	23.1	35.9	510
	Sup	29.6	24.1	46.3	348
Total	NonSup	43.3	24.9	31.8	917
	Sup	31.0	25.0	44.1	765
Total		37.7	24.9	37.4	1682

		Q075		
		MEAN	N	NMISS
AL	NonSup	2.75	95	0
	Sup	3.08	130	3
PL	NonSup	2.73	135	1
	Sup	2.98	177	0
RL	NonSup	2.61	177	2
	Sup	3.11	110	0
WL	NonSup	2.85	510	0
	Sup	3.17	348	3
Total	NonSup	2.77	917	3
	Sup	3.10	765	6
Total		2.92	1682	9

		Q076					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	2.1	5.3	16.8	53.7	22.1	95
	Sup	1.5	2.3	8.3	39.4	48.5	132
PL	NonSup	2.2	5.9	14.0	53.7	24.3	136
	Sup	1.1	2.3	4.5	48.9	43.2	176
RL	NonSup	.	6.2	9.6	45.2	39.0	177
	Sup	.	1.8	7.3	39.1	51.8	110
WL	NonSup	2.4	4.5	11.8	52.3	29.1	509
	Sup	1.2	2.0	5.8	49.9	41.2	347
Total	NonSup	1.9	5.1	12.2	51.3	29.6	917
	Sup	1.0	2.1	6.1	46.3	44.4	765
Total		1.5	3.7	9.5	49.0	36.3	1682

		Q076			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	7.4	16.8	75.8	95
	Sup	3.8	8.3	87.9	132
PL	NonSup	8.1	14.0	77.9	136
	Sup	3.4	4.5	92.0	176
RL	NonSup	6.2	9.6	84.2	177
	Sup	1.8	7.3	90.9	110
WL	NonSup	6.9	11.8	81.3	509
	Sup	3.2	5.8	91.1	347
Total	NonSup	7.0	12.2	80.8	917
	Sup	3.1	6.1	90.7	765
Total		5.2	9.5	85.3	1682

		Q076		
		MEAN	N	NMISS
AL	NonSup	3.88	95	0
	Sup	4.31	132	1
PL	NonSup	3.92	136	0
	Sup	4.31	176	1
RL	NonSup	4.17	177	2
	Sup	4.41	110	0
WL	NonSup	4.01	509	1
	Sup	4.28	347	4
Total	NonSup	4.02	917	3
	Sup	4.31	765	6
Total		4.15	1682	9

		Q077					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	8.4	24.2	29.5	17.9	20.0	95
	Sup	23.5	28.0	19.7	18.2	10.6	132
PL	NonSup	15.4	30.1	22.8	16.9	14.7	136
	Sup	19.3	27.8	22.7	20.5	9.7	176
RL	NonSup	28.8	25.4	22.6	15.8	7.3	177
	Sup	39.1	26.4	16.4	11.8	6.4	110
WL	NonSup	16.7	30.8	26.3	16.9	9.4	510
	Sup	20.4	32.2	19.8	16.4	11.2	348
Total	NonSup	18.0	29.0	25.4	16.8	10.9	918
	Sup	23.4	29.6	20.0	17.0	10.1	766
Total		20.4	29.3	22.9	16.9	10.5	1684

		Q077			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	32.6	29.5	37.9	95
	Sup	51.5	19.7	28.8	132
PL	NonSup	45.6	22.8	31.6	136
	Sup	47.2	22.7	30.1	176
RL	NonSup	54.2	22.6	23.2	177
	Sup	65.5	16.4	18.2	110
WL	NonSup	47.5	26.3	26.3	510
	Sup	52.6	19.8	27.6	348
Total	NonSup	46.9	25.4	27.7	918
	Sup	53.0	20.0	27.0	766
Total		49.7	22.9	27.4	1684

Not applicable responses deleted

		Q077		
		MEAN	N	NMISS
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AL	NonSup	3.17	95	0
	Sup	2.64	132	1
PL	NonSup	2.85	136	0
	Sup	2.73	176	1
RL	NonSup	2.47	177	2
	Sup	2.20	110	0
WL	NonSup	2.72	510	0
	Sup	2.66	348	3
Total	NonSup	2.74	918	2
	Sup	2.61	766	5
Total		2.68	1684	7

		Q078					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	13.7	41.1	22.1	16.8	6.3	95
	Sup	23.5	43.2	10.6	18.9	3.8	132
PL	NonSup	16.9	36.0	15.4	25.7	5.9	136
	Sup	17.0	49.4	10.8	17.6	5.1	176
RL	NonSup	26.6	46.9	9.6	13.6	3.4	177
	Sup	35.5	40.0	10.0	10.0	4.5	110
WL	NonSup	16.3	45.8	16.5	16.5	4.9	509
	Sup	24.1	49.1	10.1	14.4	2.3	348
Total	NonSup	18.1	44.1	15.6	17.3	4.9	917
	Sup	24.0	46.9	10.3	15.3	3.5	766
Total		20.8	45.3	13.2	16.4	4.3	1683

		Q078			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	54.7	22.1	23.2	95
	Sup	66.7	10.6	22.7	132
PL	NonSup	52.9	15.4	31.6	136
	Sup	66.5	10.8	22.7	176
RL	NonSup	73.4	9.6	16.9	177
	Sup	75.5	10.0	14.5	110
WL	NonSup	62.1	16.5	21.4	509
	Sup	73.3	10.1	16.7	348
Total	NonSup	62.2	15.6	22.2	917
	Sup	70.9	10.3	18.8	766
Total		66.1	13.2	20.7	1683

Not applicable responses deleted

		Q078		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.61	95	0
	Sup	2.36	132	1
PL	NonSup	2.68	136	0
	Sup	2.44	176	1
RL	NonSup	2.20	177	2
	Sup	2.08	110	0
WL	NonSup	2.48	509	1
	Sup	2.22	348	3
Total	NonSup	2.47	917	3
	Sup	2.27	766	5
Total		2.38	1683	8

		Q079						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	7.5	18.3	24.7	12.9	2.2	34.4	93
	Sup	4.6	13.0	17.6	36.6	5.3	22.9	131
PL	NonSup	4.4	11.0	24.3	14.7	0.7	44.9	136
	Sup	6.3	13.6	15.9	31.8	8.0	24.4	176
RL	NonSup	4.5	11.2	19.7	20.2	2.8	41.6	178
	Sup	1.8	7.3	18.2	34.5	10.0	28.2	110
WL	NonSup	5.7	13.0	21.6	16.9	4.1	38.7	509
	Sup	4.6	10.6	16.7	35.3	10.6	22.1	348
Total	NonSup	5.5	12.9	21.9	16.8	3.2	39.7	916
	Sup	4.6	11.2	16.9	34.6	9.0	23.7	765
Total		5.1	12.1	19.6	24.9	5.8	32.4	1681

		Q079				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	25.8	24.7	15.1	34.4	93
	Sup	17.6	17.6	42.0	22.9	131
PL	NonSup	15.4	24.3	15.4	44.9	136
	Sup	19.9	15.9	39.8	24.4	176
RL	NonSup	15.7	19.7	23.0	41.6	178
	Sup	9.1	18.2	44.5	28.2	110
WL	NonSup	18.7	21.6	21.0	38.7	509
	Sup	15.2	16.7	46.0	22.1	348
Total	NonSup	18.3	21.9	20.0	39.7	916
	Sup	15.8	16.9	43.7	23.7	765
Total		17.2	19.6	30.8	32.4	1681

		Q079		
		MEAN	N	NMISS
AL	NonSup	2.75	61	2
	Sup	3.33	101	2
PL	NonSup	2.93	75	0
	Sup	3.29	133	1
RL	NonSup	3.10	104	1
	Sup	3.61	79	0
WL	NonSup	3.01	312	1
	Sup	3.47	271	3
Total	NonSup	2.99	552	4
	Sup	3.42	584	6
Total		3.21	1136	10

		Q080						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	2.1	4.3	29.8	30.9	16.0	17.0	94
	Sup	1.5	17.6	17.6	33.6	19.8	9.9	131
PL	NonSup	0.7	9.6	19.1	35.3	19.1	16.2	136
	Sup	1.7	9.1	22.3	34.3	26.3	6.3	175
RL	NonSup	0.6	8.4	23.0	24.2	24.7	19.1	178
	Sup	2.7	11.8	20.0	37.3	18.2	10.0	110
WL	NonSup	2.8	11.8	17.5	31.6	20.0	16.3	509
	Sup	4.0	16.4	16.1	32.8	22.4	8.3	348
Total	NonSup	2.0	10.0	20.1	30.6	20.4	16.9	917
	Sup	2.9	14.3	18.3	33.9	22.3	8.4	764
Total		2.4	12.0	19.3	32.1	21.2	13.0	1681

		Q080				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	6.4	29.8	46.8	17.0	94
	Sup	19.1	17.6	53.4	9.9	131
PL	NonSup	10.3	19.1	54.4	16.2	136
	Sup	10.9	22.3	60.6	6.3	175
RL	NonSup	9.0	23.0	48.9	19.1	178
	Sup	14.5	20.0	55.5	10.0	110
WL	NonSup	14.5	17.5	51.7	16.3	509
	Sup	20.4	16.1	55.2	8.3	348
Total	NonSup	12.0	20.1	51.0	16.9	917
	Sup	17.1	18.3	56.2	8.4	764
Total		14.3	19.3	53.4	13.0	1681

		Q080		
		MEAN	N	NMISS
AL	NonSup	3.65	78	1
	Sup	3.58	118	2
PL	NonSup	3.75	114	0
	Sup	3.79	164	2
RL	NonSup	3.79	144	1
	Sup	3.63	99	0
WL	NonSup	3.65	426	1
	Sup	3.58	319	3
Total	NonSup	3.69	762	3
	Sup	3.64	700	7
Total		3.67	1462	10

		Q081						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	.	9.6	35.1	14.9	11.7	28.7	94
	Sup	3.1	17.6	20.6	25.2	13.0	20.6	131
PL	NonSup	.	5.9	25.7	24.3	14.7	29.4	136
	Sup	2.3	8.6	20.0	26.9	28.0	14.3	175
RL	NonSup	1.1	10.1	25.3	21.9	11.2	30.3	178
	Sup	3.6	12.7	15.5	30.9	20.0	17.3	110
WL	NonSup	2.4	10.3	21.1	20.9	15.0	30.4	507
	Sup	3.5	18.6	15.7	26.1	20.6	15.7	345
Total	NonSup	1.5	9.5	24.0	21.0	13.9	30.1	915
	Sup	3.2	15.2	17.5	26.8	20.9	16.4	761
Total		2.3	12.1	21.1	23.6	17.1	23.9	1676

		Q081				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	9.6	35.1	26.6	28.7	94
	Sup	20.6	20.6	38.2	20.6	131
PL	NonSup	5.9	25.7	39.0	29.4	136
	Sup	10.9	20.0	54.9	14.3	175
RL	NonSup	11.2	25.3	33.1	30.3	178
	Sup	16.4	15.5	50.9	17.3	110
WL	NonSup	12.6	21.1	35.9	30.4	507
	Sup	22.0	15.7	46.7	15.7	345
Total	NonSup	11.0	24.0	34.9	30.1	915
	Sup	18.4	17.5	47.7	16.4	761
Total		14.4	21.1	40.7	23.9	1676

		Q081		
		MEAN	N	NMISS
AL	NonSup	3.40	67	1
	Sup	3.35	104	2
PL	NonSup	3.68	96	0
	Sup	3.81	150	2
RL	NonSup	3.46	124	1
	Sup	3.62	91	0
WL	NonSup	3.52	353	3
	Sup	3.49	291	6
Total	NonSup	3.52	640	5
	Sup	3.56	636	10
Total		3.54	1276	15

		Q082					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	3.2	20.0	16.8	43.2	16.8	95
	Sup	3.1	14.5	14.5	48.1	19.8	131
PL	NonSup	1.5	19.9	15.4	50.7	12.5	136
	Sup	1.7	19.2	8.5	51.4	19.2	177
RL	NonSup	3.4	21.3	19.1	41.0	15.2	178
	Sup	.	13.6	11.8	51.8	22.7	110
WL	NonSup	1.2	18.7	16.9	51.2	12.0	508
	Sup	0.9	12.6	15.5	56.6	14.4	348
Total	NonSup	1.9	19.5	17.1	48.3	13.2	917
	Sup	1.3	14.6	13.2	53.3	17.6	766
Total		1.6	17.3	15.3	50.6	15.2	1683

		Q082			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	23.2	16.8	60.0	95
	Sup	17.6	14.5	67.9	131
PL	NonSup	21.3	15.4	63.2	136
	Sup	20.9	8.5	70.6	177
RL	NonSup	24.7	19.1	56.2	178
	Sup	13.6	11.8	74.5	110
WL	NonSup	19.9	16.9	63.2	508
	Sup	13.5	15.5	71.0	348
Total	NonSup	21.4	17.1	61.5	917
	Sup	15.9	13.2	70.9	766
Total		18.9	15.3	65.8	1683

		Q082		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.51	95	0
	Sup	3.67	131	2
PL	NonSup	3.53	136	0
	Sup	3.67	177	0
RL	NonSup	3.43	178	1
	Sup	3.84	110	0
WL	NonSup	3.54	508	2
	Sup	3.71	348	3
Total	NonSup	3.51	917	3
	Sup	3.71	766	5
Total		3.60	1683	8

		Q083					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	9.5	12.6	17.9	53.7	6.3	95
	Sup	5.3	10.6	15.2	54.5	14.4	132
PL	NonSup	3.0	15.7	15.7	59.7	6.0	134
	Sup	2.3	13.6	14.7	52.5	16.9	177
RL	NonSup	2.8	10.1	7.9	53.4	25.8	178
	Sup	0.9	4.5	4.5	52.7	37.3	110
WL	NonSup	2.2	9.2	13.3	57.6	17.6	510
	Sup	2.6	7.2	10.7	60.5	19.0	347
Total	NonSup	3.2	10.7	13.1	56.7	16.4	917
	Sup	2.7	8.9	11.5	56.5	20.4	766
Total		3.0	9.9	12.4	56.6	18.2	1683

		Q083			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	22.1	17.9	60.0	95
	Sup	15.9	15.2	68.9	132
PL	NonSup	18.7	15.7	65.7	134
	Sup	15.8	14.7	69.5	177
RL	NonSup	12.9	7.9	79.2	178
	Sup	5.5	4.5	90.0	110
WL	NonSup	11.4	13.3	75.3	510
	Sup	9.8	10.7	79.5	347
Total	NonSup	13.8	13.1	73.1	917
	Sup	11.6	11.5	76.9	766
Total		12.8	12.4	74.8	1683

		Q083		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.35	95	0
	Sup	3.62	132	1
PL	NonSup	3.50	134	2
	Sup	3.68	177	0
RL	NonSup	3.89	178	1
	Sup	4.21	110	0
WL	NonSup	3.79	510	0
	Sup	3.86	347	4
Total	NonSup	3.72	917	3
	Sup	3.83	766	5
Total		3.77	1683	8

		Q084					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	4.2	21.1	30.5	41.1	3.2	95
	Sup	6.1	14.5	19.1	50.4	9.9	131
PL	NonSup	5.9	26.5	24.3	39.7	3.7	136
	Sup	5.7	13.1	26.1	48.3	6.8	176
RL	NonSup	3.4	13.0	20.3	50.8	12.4	177
	Sup	.	5.5	13.6	58.2	22.7	110
WL	NonSup	2.6	15.7	22.6	51.9	7.3	509
	Sup	2.6	13.6	17.1	56.1	10.7	346
Total	NonSup	3.4	17.3	23.2	48.7	7.3	917
	Sup	3.5	12.5	19.0	53.6	11.4	763
Total		3.5	15.1	21.3	51.0	9.2	1680

		Q084			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	25.3	30.5	44.2	95
	Sup	20.6	19.1	60.3	131
PL	NonSup	32.4	24.3	43.4	136
	Sup	18.8	26.1	55.1	176
RL	NonSup	16.4	20.3	63.3	177
	Sup	5.5	13.6	80.9	110
WL	NonSup	18.3	22.6	59.1	509
	Sup	16.2	17.1	66.8	346
Total	NonSup	20.7	23.2	56.1	917
	Sup	16.0	19.0	65.0	763
Total		18.6	21.3	60.1	1680

		Q084		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.18	95	0
	Sup	3.44	131	2
PL	NonSup	3.09	136	0
	Sup	3.38	176	1
RL	NonSup	3.56	177	2
	Sup	3.98	110	0
WL	NonSup	3.46	509	1
	Sup	3.59	346	5
Total	NonSup	3.39	917	3
	Sup	3.57	763	8
Total		3.47	1680	11

Mean response for survey questions 13:47 Monday, January 13, 1997 1246

		Q085A		
		MEAN	N	NMISS
AL	NonSup	0.75	53	42
	Sup	3.83	102	31
PL	NonSup	3.30	77	59
	Sup	4.65	124	53
RL	NonSup	1.52	85	94
	Sup	1.86	59	51
WL	NonSup	2.06	282	228
	Sup	3.73	208	143
Total	NonSup	2.02	497	423
	Sup	3.76	493	278
Total		2.89	990	701

Mean response for survey questions 13:47 Monday, January 13, 1997 1247

		Q085B		
		MEAN	N	NMISS
AL	NonSup	4.11	57	38
	Sup	4.34	96	37
PL	NonSup	5.48	75	61
	Sup	5.39	109	68
RL	NonSup	4.28	82	97
	Sup	3.21	62	48
WL	NonSup	5.29	295	215
	Sup	4.92	198	153
Total	NonSup	5.02	509	411
	Sup	4.68	465	306
Total		4.86	974	717

Mean response for survey questions 13:47 Monday, January 13, 1997 1248

		Q085C		
		MEAN	N	NMISS
AL	NonSup	1.35	52	43
	Sup	1.94	87	46
PL	NonSup	0.54	61	75
	Sup	0.89	101	76
RL	NonSup	0.19	72	107
	Sup	0.11	55	55
WL	NonSup	0.35	243	267
	Sup	0.18	163	188
Total	NonSup	0.47	428	492
	Sup	0.73	406	365
Total		0.60	834	857

		Q085D		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.59	59	36
	Sup	3.60	104	29
PL	NonSup	3.76	85	51
	Sup	3.59	127	50
RL	NonSup	3.35	88	91
	Sup	3.75	64	46
WL	NonSup	3.85	298	212
	Sup	3.16	212	139
Total	NonSup	3.72	530	390
	Sup	3.43	507	264
Total		3.58	1037	654

		Q085E		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.22	50	45
	Sup	1.76	75	58
PL	NonSup	1.73	60	76
	Sup	1.47	89	88
RL	NonSup	1.00	65	114
	Sup	1.17	52	58
WL	NonSup	0.62	217	293
	Sup	0.72	152	199
Total	NonSup	1.06	392	528
	Sup	1.18	368	403
Total		1.12	760	931

		Q086						
		0-na	1	2-4	5-10	11-20	20+	Total
		%	%	%	%	%	%	N
---	---							
AL	NonSup	82.1	9.5	7.4	1.1	.	.	95
	Sup	86.3	6.1	3.8	3.1	0.8	.	131
PL	NonSup	92.6	6.7	0.7	.	.	.	135
	Sup	84.1	8.5	4.5	2.8	.	.	176
RL	NonSup	84.3	9.0	5.6	1.1	.	.	178
	Sup	75.5	8.2	13.6	2.7	.	.	110
WL	NonSup	85.0	9.3	4.9	0.6	.	0.2	507
	Sup	82.1	6.6	8.4	2.6	0.3	.	347
Total	NonSup	85.7	8.9	4.7	0.7	.	0.1	915
	Sup	82.3	7.2	7.5	2.7	0.3	.	764
Total		84.2	8.1	6.0	1.6	0.1	0.1	1679

		Q087						
		0-na	1	2-4	5-10	11-20	20+	Total
		%	%	%	%	%	%	N
---	---							
AL	NonSup	90.5	5.3	4.2	.	.	.	95
	Sup	93.1	1.5	3.8	0.8	0.8	.	131
PL	NonSup	94.8	3.0	2.2	.	.	.	134
	Sup	88.6	8.0	2.9	0.6	.	.	175
RL	NonSup	91.6	4.5	3.4	0.6	.	.	178
	Sup	83.6	5.5	10.0	0.9	.	.	110
WL	NonSup	91.5	4.9	3.4	.	.	0.2	507
	Sup	87.3	5.2	6.6	0.9	.	.	347
Total	NonSup	91.9	4.6	3.3	0.1	.	0.1	914
	Sup	88.1	5.2	5.8	0.8	0.1	.	763
Total		90.2	4.9	4.4	0.4	0.1	0.1	1677

		Q088							
		none	1	2	3	4	5-10	> 10	Total
		%	%	%	%	%	%	%	N
---	---								
AL	NonSup	25.3	25.3	16.8	14.7	8.4	8.4	1.1	95
	Sup	11.5	15.3	26.7	19.8	17.6	9.2	.	131
PL	NonSup	29.4	29.4	20.6	10.3	6.6	3.7	.	136
	Sup	19.3	31.3	23.9	14.2	6.3	5.1	.	176
RL	NonSup	24.7	38.2	22.5	12.4	1.1	1.1	.	178
	Sup	16.4	27.3	33.6	12.7	6.4	2.7	0.9	110
WL	NonSup	36.2	34.4	18.1	7.5	1.6	2.2	.	508
	Sup	25.0	29.9	33.3	6.9	3.7	1.1	.	348
Total	NonSup	31.8	33.5	19.2	9.6	2.9	2.8	0.1	917
	Sup	20.1	27.3	30.1	11.6	7.1	3.7	0.1	765
Total		26.5	30.7	24.1	10.5	4.8	3.2	0.1	1682

		Q089		
		Yes	No	Total
		%	%	N
---	---			
AL	NonSup	16.8	83.2	95
	Sup	22.5	77.5	129
PL	NonSup	8.9	91.1	135
	Sup	15.3	84.7	176
RL	NonSup	10.1	89.9	178
	Sup	29.1	70.9	110
WL	NonSup	12.6	87.4	508
	Sup	23.6	76.4	348
Total	NonSup	12.0	88.0	916
	Sup	22.3	77.7	763
Total		16.7	83.3	1679

		Q090A					
		0	1	2	3	5+	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	88.0	10.7	1.3	.	.	75
	Sup	91.6	7.5	0.9	.	.	107
PL	NonSup	99.0	.	1.0	.	.	102
	Sup	96.3	3.7	.	.	.	134
RL	NonSup	99.3	0.7	.	.	.	142
	Sup	95.5	4.5	.	.	.	89
WL	NonSup	98.0	1.0	0.8	.	0.3	397
	Sup	96.8	1.8	.	0.7	0.7	280
Total	NonSup	97.3	1.8	0.7	.	0.1	716
	Sup	95.6	3.6	0.2	0.3	0.3	610
Total		96.5	2.6	0.5	0.2	0.2	1326

		Q090B						
		0	1	2	3	4	5+	Total
		%	%	%	%	%	%	N
---	---							
AL	NonSup	69.2	12.8	10.3	.	2.6	5.1	78
	Sup	66.7	15.8	8.8	5.3	1.8	1.8	114
PL	NonSup	89.7	5.6	0.9	1.9	.	1.9	107
	Sup	84.1	9.1	1.5	2.3	0.8	2.3	132
RL	NonSup	87.5	10.4	2.1	.	.	.	144
	Sup	87.6	9.0	2.2	.	.	1.1	89
WL	NonSup	91.0	6.0	2.2	0.2	.	0.5	401
	Sup	84.7	8.4	3.8	2.8	.	0.3	287
Total	NonSup	87.8	7.5	2.9	0.4	0.3	1.1	730
	Sup	81.7	10.0	4.0	2.7	0.5	1.1	622
Total		85.0	8.7	3.4	1.5	0.4	1.1	1352

		Q090C						
		0	1	2	3	4	5+	Total
		%	%	%	%	%	%	N
---	---							
AL	NonSup	89.9	7.2	.	.	1.4	1.4	69
	Sup	94.0	4.0	1.0	.	.	1.0	100
PL	NonSup	96.1	1.0	2.9	.	.	.	102
	Sup	96.9	2.3	.	.	.	0.8	129
RL	NonSup	97.1	0.7	1.4	.	0.7	.	138
	Sup	91.9	8.1	.	.	.	.	86
WL	NonSup	95.4	1.8	1.5	0.5	.	0.8	392
	Sup	93.8	4.0	0.7	.	.	1.4	276
Total	NonSup	95.3	2.0	1.6	0.3	0.3	0.6	701
	Sup	94.2	4.2	0.5	.	.	1.0	591
Total		94.8	3.0	1.1	0.2	0.2	0.8	1292

		Q090D						
		0	1	2	3	4	5+	Total
		%	%	%	%	%	%	N
---	---							
AL	NonSup	29.4	14.1	25.9	11.8	4.7	14.1	85
	Sup	30.4	16.5	13.9	12.2	4.3	22.6	115
PL	NonSup	44.5	16.0	13.4	8.4	3.4	14.3	119
	Sup	36.2	12.8	16.8	8.7	5.4	20.1	149
RL	NonSup	36.5	21.4	15.1	10.1	4.4	12.6	159
	Sup	32.7	17.3	12.2	9.2	5.1	23.5	98
WL	NonSup	43.7	20.1	14.6	6.3	3.5	11.8	458
	Sup	55.8	9.4	10.6	8.1	3.2	12.9	310
Total	NonSup	40.9	19.1	15.7	7.9	3.8	12.5	821
	Sup	43.8	12.5	12.8	9.1	4.2	17.7	672
Total		42.2	16.1	14.4	8.4	4.0	14.9	1493

		Q090E						
		0	1	2	3	4	5+	Total
		%	%	%	%	%	%	N
---	---							
AL	NonSup	39.5	16.3	10.5	9.3	4.7	19.8	86
	Sup	36.9	12.3	14.8	4.1	9.0	23.0	122
PL	NonSup	43.8	15.7	14.0	5.8	4.1	16.5	121
	Sup	49.0	12.6	7.9	5.3	6.0	19.2	151
RL	NonSup	65.3	10.7	5.3	6.0	3.3	9.3	150
	Sup	63.9	10.3	6.2	2.1	1.0	16.5	97
WL	NonSup	69.1	11.0	5.6	2.3	2.3	9.6	427
	Sup	64.4	9.6	9.6	2.3	2.3	11.9	303
Total	NonSup	61.2	12.2	7.4	4.3	3.1	11.7	784
	Sup	55.9	10.8	9.7	3.3	4.2	16.2	673
Total		58.8	11.6	8.4	3.8	3.6	13.8	1457

		Q090F						
		0	1	2	3	4	5+	Total
		%	%	%	%	%	%	N
---	---							
AL	NonSup	94.1	.	2.9	1.5	1.5	.	68
	Sup	92.5	1.9	0.9	1.9	.	2.8	107
PL	NonSup	95.1	1.0	1.0	1.0	1.0	1.0	102
	Sup	93.8	3.8	0.8	1.5	.	.	130
RL	NonSup	97.1	1.5	0.7	0.7	.	.	137
	Sup	94.1	4.7	.	1.2	.	.	85
WL	NonSup	97.2	1.5	0.5	0.3	.	0.5	391
	Sup	92.2	3.7	2.6	0.7	.	0.7	270
Total	NonSup	96.6	1.3	0.9	0.6	0.3	0.4	698
	Sup	92.9	3.5	1.5	1.2	.	0.8	592
Total		94.9	2.3	1.2	0.9	0.2	0.6	1290

		Q090G						
		0	1	2	3	4	5+	Total
		%	%	%	%	%	%	N
---	---							
AL	NonSup	23.3	8.9	6.7	7.8	7.8	45.6	90
	Sup	19.2	4.8	13.6	3.2	5.6	53.6	125
PL	NonSup	22.8	11.0	14.2	5.5	4.7	41.7	127
	Sup	21.3	8.3	14.2	7.1	5.3	43.8	169
RL	NonSup	20.1	9.5	12.4	13.6	3.6	40.8	169
	Sup	12.0	6.5	16.7	8.3	5.6	50.9	108
WL	NonSup	26.1	8.2	11.8	12.2	5.7	35.9	490
	Sup	20.9	7.8	14.2	10.1	5.5	41.4	345
Total	NonSup	24.2	8.9	11.8	11.1	5.4	38.7	876
	Sup	19.4	7.2	14.5	8.0	5.5	45.4	747
Total		22.0	8.1	13.0	9.7	5.4	41.8	1623

		Q091A		
		Yes	No	Total
		%	%	N
---	---			
AL	NonSup	30.4	69.6	92
	Sup	41.5	58.5	130
PL	NonSup	26.9	73.1	134
	Sup	28.3	71.7	173
RL	NonSup	22.6	77.4	177
	Sup	29.6	70.4	108
WL	NonSup	20.4	79.6	505
	Sup	29.7	70.3	344
Total	NonSup	22.8	77.2	908
	Sup	31.4	68.6	755
Total		26.7	73.3	1663

		Q091B		
		Yes	No	Total
		%	%	N
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AL	NonSup	.	100.0	83
	Sup	1.7	98.3	118
PL	NonSup	.	100.0	120
	Sup	.	100.0	158
RL	NonSup	1.2	98.8	166
	Sup	.	100.0	96
WL	NonSup	0.2	99.8	482
	Sup	1.3	98.8	320
Total	NonSup	0.4	99.6	851
	Sup	0.9	99.1	692
Total		0.6	99.4	1543

		Q091C		
		Yes	No	Total
		%	%	N
---	---			
AL	NonSup	2.4	97.6	82
	Sup	5.9	94.1	118
PL	NonSup	.	100.0	120
	Sup	0.6	99.4	158
RL	NonSup	0.6	99.4	166
	Sup	.	100.0	96
WL	NonSup	.	100.0	483
	Sup	0.9	99.1	319
Total	NonSup	0.4	99.6	851
	Sup	1.6	98.4	691
Total		0.9	99.1	1542

		Q091D		
		Yes	No	Total
		%	%	N
---	---			
AL	NonSup	1.2	98.8	83
	Sup	.	100.0	117
PL	NonSup	.	100.0	122
	Sup	.	100.0	158
RL	NonSup	.	100.0	166
	Sup	1.0	99.0	98
WL	NonSup	.	100.0	483
	Sup	0.3	99.7	318
Total	NonSup	0.1	99.9	854
	Sup	0.3	99.7	691
Total		0.2	99.8	1545

		Q091E		
		Yes	No	Total
		%	%	N
---	---			
AL	NonSup	7.5	92.5	80
	Sup	13.4	86.6	112
PL	NonSup	8.4	91.6	119
	Sup	6.0	94.0	151
RL	NonSup	4.3	95.7	161
	Sup	11.7	88.3	94
WL	NonSup	5.6	94.4	466
	Sup	7.8	92.2	307
Total	NonSup	5.9	94.1	826
	Sup	8.9	91.1	664
Total		7.2	92.8	1490

		Q092					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	.	12.8	24.5	50.0	12.8	94
	Sup	2.3	14.6	9.2	56.9	16.9	130
PL	NonSup	1.5	29.6	16.3	45.9	6.7	135
	Sup	2.3	22.7	12.5	51.1	11.4	176
RL	NonSup	8.5	31.1	10.2	42.4	7.9	177
	Sup	1.8	17.4	22.0	45.9	12.8	109
WL	NonSup	2.4	22.8	17.5	50.0	7.3	504
	Sup	2.6	17.3	13.8	55.6	10.7	347
Total	NonSup	3.2	24.4	16.6	47.9	7.9	910
	Sup	2.4	18.1	13.9	53.4	12.2	762
Total		2.8	21.5	15.4	50.4	9.9	1672

		Q092			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	12.8	24.5	62.8	94
	Sup	16.9	9.2	73.8	130
PL	NonSup	31.1	16.3	52.6	135
	Sup	25.0	12.5	62.5	176
RL	NonSup	39.5	10.2	50.3	177
	Sup	19.3	22.0	58.7	109
WL	NonSup	25.2	17.5	57.3	504
	Sup	19.9	13.8	66.3	347
Total	NonSup	27.6	16.6	55.8	910
	Sup	20.5	13.9	65.6	762
Total		24.3	15.4	60.3	1672

		Q092		
		MEAN	N	NMISS
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AL	NonSup	3.63	94	1
	Sup	3.72	130	3
PL	NonSup	3.27	135	1
	Sup	3.47	176	1
RL	NonSup	3.10	177	2
	Sup	3.50	109	1
WL	NonSup	3.37	504	6
	Sup	3.54	347	4
Total	NonSup	3.33	910	10
	Sup	3.55	762	9
Total		3.43	1672	19

		Q093					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	2.1	8.5	26.6	53.2	9.6	94
	Sup	3.1	9.3	17.1	55.8	14.7	129
PL	NonSup	2.9	14.0	32.4	48.5	2.2	136
	Sup	3.4	13.7	24.6	47.4	10.9	175
RL	NonSup	5.6	16.4	25.4	48.6	4.0	177
	Sup	1.8	6.4	28.4	53.2	10.1	109
WL	NonSup	2.0	14.9	31.5	46.6	5.0	504
	Sup	2.6	10.4	22.5	56.5	8.1	347
Total	NonSup	2.9	14.4	30.0	48.0	4.8	911
	Sup	2.8	10.4	22.9	53.8	10.1	760
Total		2.8	12.6	26.8	50.6	7.2	1671

		Q093			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	10.6	26.6	62.8	94
	Sup	12.4	17.1	70.5	129
PL	NonSup	16.9	32.4	50.7	136
	Sup	17.1	24.6	58.3	175
RL	NonSup	22.0	25.4	52.5	177
	Sup	8.3	28.4	63.3	109
WL	NonSup	16.9	31.5	51.6	504
	Sup	13.0	22.5	64.6	347
Total	NonSup	17.2	30.0	52.8	911
	Sup	13.2	22.9	63.9	760
Total		15.4	26.8	57.9	1671

		Q093		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.60	94	1
	Sup	3.70	129	4
PL	NonSup	3.33	136	0
	Sup	3.49	175	2
RL	NonSup	3.29	177	2
	Sup	3.63	109	1
WL	NonSup	3.38	504	6
	Sup	3.57	347	4
Total	NonSup	3.38	911	9
	Sup	3.58	760	11
Total		3.47	1671	20

		Q094					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	1.1	2.1	14.9	61.7	20.2	94
	Sup	3.1	3.8	5.4	48.5	39.2	130
PL	NonSup	4.4	12.5	14.7	55.1	13.2	136
	Sup	1.7	10.3	11.4	56.6	20.0	175
RL	NonSup	5.1	10.2	10.8	60.2	13.6	176
	Sup	.	3.7	4.6	66.1	25.7	109
WL	NonSup	1.4	6.2	11.9	66.2	14.3	503
	Sup	3.2	2.9	8.4	59.1	26.5	347
Total	NonSup	2.5	7.5	12.4	62.9	14.6	909
	Sup	2.4	4.9	8.0	57.7	27.1	761
Total		2.5	6.3	10.4	60.5	20.3	1670

		Q094			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	3.2	14.9	81.9	94
	Sup	6.9	5.4	87.7	130
PL	NonSup	16.9	14.7	68.4	136
	Sup	12.0	11.4	76.6	175
RL	NonSup	15.3	10.8	73.9	176
	Sup	3.7	4.6	91.7	109
WL	NonSup	7.6	11.9	80.5	503
	Sup	6.1	8.4	85.6	347
Total	NonSup	10.0	12.4	77.6	909
	Sup	7.2	8.0	84.8	761
Total		8.7	10.4	80.8	1670

		Q094		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.98	94	1
	Sup	4.17	130	3
PL	NonSup	3.60	136	0
	Sup	3.83	175	2
RL	NonSup	3.67	176	3
	Sup	4.14	109	1
WL	NonSup	3.86	503	7
	Sup	4.03	347	4
Total	NonSup	3.80	909	11
	Sup	4.02	761	10
Total		3.90	1670	21

		Q095					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	1.1	14.9	21.3	55.3	7.4	94
	Sup	2.3	9.2	16.2	53.8	18.5	130
PL	NonSup	3.7	16.2	33.8	41.2	5.1	136
	Sup	2.9	17.1	23.4	48.0	8.6	175
RL	NonSup	2.3	13.1	25.6	51.1	8.0	176
	Sup	.	5.5	15.6	63.3	15.6	109
WL	NonSup	1.8	13.5	23.3	53.3	8.2	503
	Sup	2.9	10.1	19.0	56.2	11.8	347
Total	NonSup	2.1	14.0	25.1	51.3	7.6	909
	Sup	2.4	10.9	19.1	54.9	12.7	761
Total		2.2	12.6	22.3	52.9	9.9	1670

		Q095			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	16.0	21.3	62.8	94
	Sup	11.5	16.2	72.3	130
PL	NonSup	19.9	33.8	46.3	136
	Sup	20.0	23.4	56.6	175
RL	NonSup	15.3	25.6	59.1	176
	Sup	5.5	15.6	78.9	109
WL	NonSup	15.3	23.3	61.4	503
	Sup	13.0	19.0	68.0	347
Total	NonSup	16.1	25.1	58.9	909
	Sup	13.3	19.1	67.7	761
Total		14.8	22.3	62.9	1670

		Q095		
		MEAN	N	NMISS
AL	NonSup	3.53	94	1
	Sup	3.77	130	3
PL	NonSup	3.28	136	0
	Sup	3.42	175	2
RL	NonSup	3.49	176	3
	Sup	3.89	109	1
WL	NonSup	3.52	503	7
	Sup	3.64	347	4
Total	NonSup	3.48	909	11
	Sup	3.65	761	10
Total		3.56	1670	21

		Q096					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	4.3	20.2	27.7	40.4	7.4	94
	Sup	6.1	17.6	23.7	44.3	8.4	131
PL	NonSup	8.1	15.6	35.6	33.3	7.4	135
	Sup	10.2	15.9	25.6	40.9	7.4	176
RL	NonSup	6.8	20.9	24.9	41.2	6.2	177
	Sup	0.9	19.3	24.8	43.1	11.9	109
WL	NonSup	4.6	16.0	20.4	49.1	9.9	505
	Sup	6.9	12.7	19.0	47.3	14.1	347
Total	NonSup	5.5	17.3	24.3	44.3	8.6	911
	Sup	6.7	15.2	22.1	44.7	11.3	763
Total		6.0	16.4	23.3	44.5	9.8	1674

		Q096			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	24.5	27.7	47.9	94
	Sup	23.7	23.7	52.7	131
PL	NonSup	23.7	35.6	40.7	135
	Sup	26.1	25.6	48.3	176
RL	NonSup	27.7	24.9	47.5	177
	Sup	20.2	24.8	55.0	109
WL	NonSup	20.6	20.4	59.0	505
	Sup	19.6	19.0	61.4	347
Total	NonSup	22.8	24.3	52.9	911
	Sup	21.9	22.1	56.0	763
Total		22.4	23.3	54.3	1674

		Q096		
		MEAN	N	NMISS
AL	NonSup	3.27	94	1
	Sup	3.31	131	2
PL	NonSup	3.16	135	1
	Sup	3.19	176	1
RL	NonSup	3.19	177	2
	Sup	3.46	109	1
WL	NonSup	3.44	505	5
	Sup	3.49	347	4
Total	NonSup	3.33	911	9
	Sup	3.39	763	8
Total		3.36	1674	17

		Q097					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	4.3	10.6	23.4	54.3	7.4	94
	Sup	0.8	6.1	16.8	56.5	19.8	131
PL	NonSup	2.2	11.8	39.7	38.2	8.1	136
	Sup	2.9	9.7	23.4	53.1	10.9	175
RL	NonSup	3.4	10.2	29.5	48.3	8.5	176
	Sup	.	8.3	17.4	57.8	16.5	109
WL	NonSup	2.4	12.3	29.2	49.1	7.0	503
	Sup	1.7	7.8	23.1	56.5	11.0	347
Total	NonSup	2.8	11.7	30.3	47.9	7.5	909
	Sup	1.6	8.0	21.3	55.9	13.3	762
Total		2.2	10.0	26.2	51.5	10.1	1671

		Q097			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	14.9	23.4	61.7	94
	Sup	6.9	16.8	76.3	131
PL	NonSup	14.0	39.7	46.3	136
	Sup	12.6	23.4	64.0	175
RL	NonSup	13.6	29.5	56.8	176
	Sup	8.3	17.4	74.3	109
WL	NonSup	14.7	29.2	56.1	503
	Sup	9.5	23.1	67.4	347
Total	NonSup	14.4	30.3	55.3	909
	Sup	9.6	21.3	69.2	762
Total		12.2	26.2	61.6	1671

		Q097		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.50	94	1
	Sup	3.89	131	2
PL	NonSup	3.38	136	0
	Sup	3.59	175	2
RL	NonSup	3.48	176	3
	Sup	3.83	109	1
WL	NonSup	3.46	503	7
	Sup	3.67	347	4
Total	NonSup	3.46	909	11
	Sup	3.71	762	9
Total		3.57	1671	20

		Q098					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	4.3	16.0	28.7	43.6	7.4	94
	Sup	5.4	10.8	33.1	41.5	9.2	130
PL	NonSup	5.2	20.7	27.4	42.2	4.4	135
	Sup	2.9	18.9	23.4	48.6	6.3	175
RL	NonSup	6.3	20.7	26.4	40.8	5.7	174
	Sup	0.9	13.1	20.6	48.6	16.8	107
WL	NonSup	3.2	16.7	23.1	51.4	5.6	502
	Sup	2.9	10.4	17.3	60.1	9.2	346
Total	NonSup	4.2	18.0	25.0	47.2	5.6	905
	Sup	3.0	12.8	21.9	52.6	9.6	758
Total		3.7	15.6	23.6	49.7	7.5	1663

		Q098			
		Disagree	Neutral	Agree	Total
		%	%	%	N
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AL	NonSup	20.2	28.7	51.1	94
	Sup	16.2	33.1	50.8	130
PL	NonSup	25.9	27.4	46.7	135
	Sup	21.7	23.4	54.9	175
RL	NonSup	27.0	26.4	46.6	174
	Sup	14.0	20.6	65.4	107
WL	NonSup	19.9	23.1	57.0	502
	Sup	13.3	17.3	69.4	346
Total	NonSup	22.2	25.0	52.8	905
	Sup	15.8	21.9	62.3	758
Total		19.3	23.6	57.1	1663

		Q098		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.34	94	1
	Sup	3.38	130	3
PL	NonSup	3.20	135	1
	Sup	3.37	175	2
RL	NonSup	3.19	174	5
	Sup	3.67	107	3
WL	NonSup	3.39	502	8
	Sup	3.62	346	5
Total	NonSup	3.32	905	15
	Sup	3.53	758	13
Total		3.42	1663	28

		Q099					
		Very Poor	Poor	Fair	Good	Very Good	Total
		%	%	%	%	%	N
AL	NonSup	4.3	19.4	38.7	32.3	5.4	93
	Sup	6.2	8.5	33.8	44.6	6.9	130
PL	NonSup	3.7	14.8	40.7	31.9	8.9	135
	Sup	5.1	16.6	31.4	41.1	5.7	175
RL	NonSup	5.1	11.9	39.0	37.9	6.2	177
	Sup	.	11.0	28.4	48.6	11.9	109
WL	NonSup	6.1	14.3	35.4	37.0	7.1	505
	Sup	3.8	9.0	35.3	43.9	8.1	346
Total	NonSup	5.4	14.4	37.3	35.9	7.0	910
	Sup	3.9	10.9	33.2	44.1	7.9	760
Total		4.7	12.8	35.4	39.6	7.4	1670

		Q099			
		Poor	Fair	Good	Total
		%	%	%	N
AL	NonSup	23.7	38.7	37.6	93
	Sup	14.6	33.8	51.5	130
PL	NonSup	18.5	40.7	40.7	135
	Sup	21.7	31.4	46.9	175
RL	NonSup	16.9	39.0	44.1	177
	Sup	11.0	28.4	60.6	109
WL	NonSup	20.4	35.4	44.2	505
	Sup	12.7	35.3	52.0	346
Total	NonSup	19.8	37.3	43.0	910
	Sup	14.9	33.2	52.0	760
Total		17.5	35.4	47.1	1670

		Q099		
		MEAN	N	NMISS
AL	NonSup	3.15	93	2
	Sup	3.38	130	3
PL	NonSup	3.27	135	1
	Sup	3.26	175	2
RL	NonSup	3.28	177	2
	Sup	3.61	109	1
WL	NonSup	3.25	505	5
	Sup	3.44	346	5
Total	NonSup	3.25	910	10
	Sup	3.41	760	11
Total		3.32	1670	21

		Q100					
		Very Poor	Poor	Fair	Good	Very Good	Total
		%	%	%	%	%	N
AL	NonSup	4.3	28.0	39.8	24.7	3.2	93
	Sup	3.1	22.3	45.4	25.4	3.8	130
PL	NonSup	7.4	26.5	38.2	22.8	5.1	136
	Sup	6.9	24.0	46.3	20.6	2.3	175
RL	NonSup	9.6	28.2	36.2	22.0	4.0	177
	Sup	4.6	18.3	42.2	28.4	6.4	109
WL	NonSup	6.7	22.8	40.8	25.1	4.6	505
	Sup	4.9	16.4	39.8	32.9	6.1	347
Total	NonSup	7.1	24.9	39.4	24.1	4.4	911
	Sup	5.0	19.4	42.6	28.1	4.9	761
Total		6.2	22.4	40.8	26.0	4.6	1672

		Q100			
		Poor	Fair	Good	Total
		%	%	%	N
AL	NonSup	32.3	39.8	28.0	93
	Sup	25.4	45.4	29.2	130
PL	NonSup	33.8	38.2	27.9	136
	Sup	30.9	46.3	22.9	175
RL	NonSup	37.9	36.2	26.0	177
	Sup	22.9	42.2	34.9	109
WL	NonSup	29.5	40.8	29.7	505
	Sup	21.3	39.8	38.9	347
Total	NonSup	32.1	39.4	28.5	911
	Sup	24.4	42.6	33.0	761
Total		28.6	40.8	30.6	1672

		Q100		
		MEAN	N	NMISS
AL	NonSup	2.95	93	2
	Sup	3.05	130	3
PL	NonSup	2.92	136	0
	Sup	2.87	175	2
RL	NonSup	2.82	177	2
	Sup	3.14	109	1
WL	NonSup	2.98	505	5
	Sup	3.19	347	4
Total	NonSup	2.94	911	9
	Sup	3.08	761	10
Total		3.00	1672	19

		Q101					
		Very Poor	Poor	Fair	Good	Very Good	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	3.3	17.4	35.9	39.1	4.3	92
	Sup	2.3	7.7	30.0	46.2	13.8	130
PL	NonSup	10.3	14.0	32.4	39.0	4.4	136
	Sup	5.7	19.0	35.6	35.1	4.6	174
RL	NonSup	2.8	11.3	28.2	39.5	18.1	177
	Sup	0.9	4.6	22.0	55.0	17.4	109
WL	NonSup	5.6	12.9	32.7	39.9	8.9	504
	Sup	2.3	10.7	25.4	47.4	14.2	346
Total	NonSup	5.5	13.2	32.1	39.6	9.6	909
	Sup	2.9	11.2	28.1	45.5	12.4	759
Total		4.3	12.3	30.3	42.3	10.9	1668

		Q101			
		Poor	Fair	Good	Total
		%	%	%	N
---	---				
AL	NonSup	20.7	35.9	43.5	92
	Sup	10.0	30.0	60.0	130
PL	NonSup	24.3	32.4	43.4	136
	Sup	24.7	35.6	39.7	174
RL	NonSup	14.1	28.2	57.6	177
	Sup	5.5	22.0	72.5	109
WL	NonSup	18.5	32.7	48.8	504
	Sup	13.0	25.4	61.6	346
Total	NonSup	18.7	32.1	49.2	909
	Sup	14.1	28.1	57.8	759
Total		16.6	30.3	53.1	1668

		Q101		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.24	92	3
	Sup	3.62	130	3
PL	NonSup	3.13	136	0
	Sup	3.14	174	3
RL	NonSup	3.59	177	2
	Sup	3.83	109	1
WL	NonSup	3.34	504	6
	Sup	3.60	346	5
Total	NonSup	3.35	909	11
	Sup	3.53	759	12
Total		3.43	1668	23

		Q102					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	7.4	19.1	18.1	48.9	6.4	94
	Sup	8.5	8.5	13.2	53.5	16.3	129
PL	NonSup	8.8	19.9	21.3	40.4	9.6	136
	Sup	9.2	16.8	13.3	49.1	11.6	173
RL	NonSup	9.6	29.9	15.8	40.1	4.5	177
	Sup	6.4	24.8	19.3	41.3	8.3	109
WL	NonSup	4.4	14.9	13.7	55.8	11.3	505
	Sup	3.5	10.7	9.2	56.4	20.2	346
Total	NonSup	6.4	19.0	15.7	49.8	9.2	912
	Sup	6.1	13.7	12.3	52.0	15.9	757
Total		6.2	16.6	14.1	50.8	12.2	1669

		Q102			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	26.6	18.1	55.3	94
	Sup	17.1	13.2	69.8	129
PL	NonSup	28.7	21.3	50.0	136
	Sup	26.0	13.3	60.7	173
RL	NonSup	39.5	15.8	44.6	177
	Sup	31.2	19.3	49.5	109
WL	NonSup	19.2	13.7	67.1	505
	Sup	14.2	9.2	76.6	346
Total	NonSup	25.3	15.7	59.0	912
	Sup	19.8	12.3	67.9	757
Total		22.8	14.1	63.0	1669

		Q102		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.28	94	1
	Sup	3.60	129	4
PL	NonSup	3.22	136	0
	Sup	3.37	173	4
RL	NonSup	3.00	177	2
	Sup	3.20	109	1
WL	NonSup	3.55	505	5
	Sup	3.79	346	5
Total	NonSup	3.37	912	8
	Sup	3.58	757	14
Total		3.46	1669	22

		Q103					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	.	9.6	10.6	64.9	14.9	94
	Sup	3.1	3.1	3.1	56.3	34.4	128
PL	NonSup	5.2	8.9	12.6	62.2	11.1	135
	Sup	1.7	4.0	8.0	62.6	23.6	174
RL	NonSup	5.6	19.8	25.4	43.5	5.6	177
	Sup	3.7	13.8	19.3	48.6	14.7	109
WL	NonSup	2.2	5.7	14.2	61.1	16.8	506
	Sup	0.9	2.3	9.2	57.1	30.5	347
Total	NonSup	3.1	9.3	15.8	58.2	13.6	912
	Sup	1.8	4.5	9.4	57.0	27.3	758
Total		2.5	7.1	12.9	57.7	19.8	1670

		Q103			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	9.6	10.6	79.8	94
	Sup	6.3	3.1	90.6	128
PL	NonSup	14.1	12.6	73.3	135
	Sup	5.7	8.0	86.2	174
RL	NonSup	25.4	25.4	49.2	177
	Sup	17.4	19.3	63.3	109
WL	NonSup	7.9	14.2	77.9	506
	Sup	3.2	9.2	87.6	347
Total	NonSup	12.4	15.8	71.8	912
	Sup	6.3	9.4	84.3	758
Total		9.6	12.9	77.5	1670

		Q103		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.85	94	1
	Sup	4.16	128	5
PL	NonSup	3.65	135	1
	Sup	4.02	174	3
RL	NonSup	3.24	177	2
	Sup	3.57	109	1
WL	NonSup	3.85	506	4
	Sup	4.14	347	4
Total	NonSup	3.70	912	8
	Sup	4.03	758	13
Total		3.85	1670	21

		Q104					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	1.1	14.0	22.6	52.7	9.7	93
	Sup	2.3	4.7	10.9	51.2	31.0	129
PL	NonSup	0.7	8.9	22.2	52.6	15.6	135
	Sup	0.6	4.0	11.4	57.7	26.3	175
RL	NonSup	4.6	10.3	21.7	46.9	16.6	175
	Sup	.	3.7	14.7	60.6	21.1	109
WL	NonSup	3.4	7.4	20.9	53.8	14.5	502
	Sup	1.7	4.9	12.4	59.4	21.6	347
Total	NonSup	3.0	8.8	21.4	52.2	14.6	905
	Sup	1.3	4.5	12.2	57.8	24.2	760
Total		2.2	6.8	17.2	54.7	19.0	1665

		Q104			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	15.1	22.6	62.4	93
	Sup	7.0	10.9	82.2	129
PL	NonSup	9.6	22.2	68.1	135
	Sup	4.6	11.4	84.0	175
RL	NonSup	14.9	21.7	63.4	175
	Sup	3.7	14.7	81.7	109
WL	NonSup	10.8	20.9	68.3	502
	Sup	6.6	12.4	81.0	347
Total	NonSup	11.8	21.4	66.7	905
	Sup	5.8	12.2	82.0	760
Total		9.1	17.2	73.7	1665

		Q104		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.56	93	2
	Sup	4.04	129	4
PL	NonSup	3.73	135	1
	Sup	4.05	175	2
RL	NonSup	3.61	175	4
	Sup	3.99	109	1
WL	NonSup	3.69	502	8
	Sup	3.94	347	4
Total	NonSup	3.67	905	15
	Sup	3.99	760	11
Total		3.81	1665	26

		Q105					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	16.0	25.5	27.7	28.7	2.1	94
	Sup	15.4	21.5	30.0	30.0	3.1	130
PL	NonSup	15.4	22.8	27.9	33.1	0.7	136
	Sup	15.0	30.1	21.4	30.1	3.5	173
RL	NonSup	8.5	22.0	27.1	38.4	4.0	177
	Sup	4.6	21.1	26.6	37.6	10.1	109
WL	NonSup	11.1	24.8	28.5	32.9	2.8	505
	Sup	11.8	23.7	23.7	33.8	6.9	346
Total	NonSup	11.7	24.0	28.1	33.6	2.6	912
	Sup	12.1	24.4	24.7	32.8	5.9	758
Total		11.9	24.2	26.5	33.2	4.1	1670

		Q105			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	41.5	27.7	30.9	94
	Sup	36.9	30.0	33.1	130
PL	NonSup	38.2	27.9	33.8	136
	Sup	45.1	21.4	33.5	173
RL	NonSup	30.5	27.1	42.4	177
	Sup	25.7	26.6	47.7	109
WL	NonSup	35.8	28.5	35.6	505
	Sup	35.5	23.7	40.8	346
Total	NonSup	35.7	28.1	36.2	912
	Sup	36.5	24.7	38.8	758
Total		36.1	26.5	37.4	1670

		Q105		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.76	94	1
	Sup	2.84	130	3
PL	NonSup	2.81	136	0
	Sup	2.77	173	4
RL	NonSup	3.07	177	2
	Sup	3.28	109	1
WL	NonSup	2.91	505	5
	Sup	3.00	346	5
Total	NonSup	2.91	912	8
	Sup	2.96	758	13
Total		2.93	1670	21

		Q106					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	3.2	34.0	33.0	28.7	1.1	94
	Sup	2.3	26.6	36.7	33.6	0.8	128
PL	NonSup	8.1	30.1	38.2	22.1	1.5	136
	Sup	7.5	32.2	32.2	25.9	2.3	174
RL	NonSup	5.6	26.0	36.7	26.6	5.1	177
	Sup	5.5	20.2	33.0	33.9	7.3	109
WL	NonSup	4.8	26.3	34.1	32.1	2.8	505
	Sup	2.6	19.9	33.8	39.3	4.3	346
Total	NonSup	5.3	27.6	35.1	29.2	2.9	912
	Sup	4.1	23.9	33.8	34.5	3.7	757
Total		4.7	25.9	34.5	31.6	3.2	1669

		Q106			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	37.2	33.0	29.8	94
	Sup	28.9	36.7	34.4	128
PL	NonSup	38.2	38.2	23.5	136
	Sup	39.7	32.2	28.2	174
RL	NonSup	31.6	36.7	31.6	177
	Sup	25.7	33.0	41.3	109
WL	NonSup	31.1	34.1	34.9	505
	Sup	22.5	33.8	43.6	346
Total	NonSup	32.9	35.1	32.0	912
	Sup	28.0	33.8	38.2	757
Total		30.7	34.5	34.8	1669

		Q106		
		MEAN	N	NMISS
AL	NonSup	2.90	94	1
	Sup	3.04	128	5
PL	NonSup	2.79	136	0
	Sup	2.83	174	3
RL	NonSup	2.99	177	2
	Sup	3.17	109	1
WL	NonSup	3.02	505	5
	Sup	3.23	346	5
Total	NonSup	2.97	912	8
	Sup	3.10	757	14
Total		3.03	1669	22

		Q107						
		Very Poor	Poor	Fair	Good	Very Good	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	7.4	13.8	28.7	31.9	5.3	12.8	94
	Sup	3.9	7.8	40.3	35.7	5.4	7.0	129
PL	NonSup	5.1	19.9	21.3	31.6	5.9	16.2	136
	Sup	4.0	12.1	37.0	37.6	4.6	4.6	173
RL	NonSup	3.4	13.1	31.8	35.2	9.7	6.8	176
	Sup	3.7	8.3	34.3	34.3	13.9	5.6	108
WL	NonSup	4.4	10.1	31.7	32.7	6.9	14.3	505
	Sup	4.3	11.0	31.2	34.7	13.3	5.5	346
Total	NonSup	4.6	12.5	29.9	32.9	7.1	13.0	911
	Sup	4.1	10.3	34.5	35.4	10.1	5.6	756
Total		4.4	11.5	32.0	34.1	8.5	9.6	1667

		Q107				
		Poor	Fair	Good	N/A	Total
		%	%	%	%	N
AL	NonSup	21.3	28.7	37.2	12.8	94
	Sup	11.6	40.3	41.1	7.0	129
PL	NonSup	25.0	21.3	37.5	16.2	136
	Sup	16.2	37.0	42.2	4.6	173
RL	NonSup	16.5	31.8	44.9	6.8	176
	Sup	12.0	34.3	48.1	5.6	108
WL	NonSup	14.5	31.7	39.6	14.3	505
	Sup	15.3	31.2	48.0	5.5	346
Total	NonSup	17.1	29.9	40.1	13.0	911
	Sup	14.4	34.5	45.5	5.6	756
Total		15.9	32.0	42.5	9.6	1667

		Q107		
		MEAN	N	NMISS
AL	NonSup	3.16	82	1
	Sup	3.33	120	4
PL	NonSup	3.16	114	0
	Sup	3.28	165	4
RL	NonSup	3.37	164	3
	Sup	3.49	102	2
WL	NonSup	3.32	433	5
	Sup	3.44	327	5
Total	NonSup	3.29	793	9
	Sup	3.39	714	15
Total		3.34	1507	24

		Q108A						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	7.4	21.3	30.9	18.1	2.1	20.2	94
	Sup	10.9	25.8	29.7	19.5	0.8	13.3	128
PL	NonSup	7.4	21.5	20.0	21.5	3.0	26.7	135
	Sup	5.7	26.3	25.7	30.3	4.0	8.0	175
RL	NonSup	3.4	23.9	29.5	23.3	2.3	17.6	176
	Sup	2.8	19.4	26.9	33.3	7.4	10.2	108
WL	NonSup	6.9	19.2	29.2	17.5	2.8	24.4	504
	Sup	7.5	21.1	26.6	28.9	5.8	10.1	346
Total	NonSup	6.4	20.7	28.1	19.3	2.6	23.0	909
	Sup	7.0	22.9	26.9	28.3	4.8	10.2	757
Total		6.7	21.7	27.6	23.3	3.6	17.2	1666

		Q108A				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	28.7	30.9	20.2	20.2	94
	Sup	36.7	29.7	20.3	13.3	128
PL	NonSup	28.9	20.0	24.4	26.7	135
	Sup	32.0	25.7	34.3	8.0	175
RL	NonSup	27.3	29.5	25.6	17.6	176
	Sup	22.2	26.9	40.7	10.2	108
WL	NonSup	26.2	29.2	20.2	24.4	504
	Sup	28.6	26.6	34.7	10.1	346
Total	NonSup	27.1	28.1	21.9	23.0	909
	Sup	29.9	26.9	33.0	10.2	757
Total		28.3	27.6	27.0	17.2	1666

		Q108A		
		MEAN	N	NMISS
AL	NonSup	2.83	75	1
	Sup	2.69	111	5
PL	NonSup	2.88	99	1
	Sup	3.01	161	2
RL	NonSup	2.97	145	3
	Sup	3.26	97	2
WL	NonSup	2.87	381	6
	Sup	3.05	311	5
Total	NonSup	2.88	700	11
	Sup	3.01	680	14
Total		2.95	1380	25

		Q108B						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	6.4	18.1	30.9	25.5	3.2	16.0	94
	Sup	7.8	25.8	30.5	24.2	2.3	9.4	128
PL	NonSup	9.6	17.6	20.6	27.2	3.7	21.3	136
	Sup	6.3	24.7	26.4	31.6	3.4	7.5	174
RL	NonSup	2.8	17.0	26.1	39.8	2.8	11.4	176
	Sup	6.5	21.3	22.2	37.0	5.6	7.4	108
WL	NonSup	5.2	15.5	29.2	28.8	2.8	18.5	503
	Sup	4.9	25.4	21.7	34.7	5.2	8.1	346
Total	NonSup	5.5	16.4	27.5	30.4	3.0	17.3	909
	Sup	6.0	24.7	24.3	32.5	4.4	8.1	756
Total		5.7	20.2	26.1	31.4	3.6	13.1	1665

		Q108B				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	24.5	30.9	28.7	16.0	94
	Sup	33.6	30.5	26.6	9.4	128
PL	NonSup	27.2	20.6	30.9	21.3	136
	Sup	31.0	26.4	35.1	7.5	174
RL	NonSup	19.9	26.1	42.6	11.4	176
	Sup	27.8	22.2	42.6	7.4	108
WL	NonSup	20.7	29.2	31.6	18.5	503
	Sup	30.3	21.7	39.9	8.1	346
Total	NonSup	21.9	27.5	33.3	17.3	909
	Sup	30.7	24.3	36.9	8.1	756
Total		25.9	26.1	35.0	13.1	1665

		Q108B		
		MEAN	N	NMISS
AL	NonSup	3.01	79	1
	Sup	2.86	116	5
PL	NonSup	2.97	107	0
	Sup	3.01	161	3
RL	NonSup	3.26	156	3
	Sup	3.15	100	2
WL	NonSup	3.10	410	7
	Sup	3.11	318	5
Total	NonSup	3.11	752	11
	Sup	3.05	695	15
Total		3.08	1447	26

		Q108C						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	6.4	17.0	38.3	16.0	3.2	19.1	94
	Sup	8.6	15.6	35.2	28.1	0.8	11.7	128
PL	NonSup	8.8	13.2	30.1	19.1	5.1	23.5	136
	Sup	8.6	19.5	32.8	27.0	2.9	9.2	174
RL	NonSup	2.9	15.4	36.0	25.1	1.7	18.9	175
	Sup	2.8	18.5	26.9	37.0	3.7	11.1	108
WL	NonSup	5.0	16.8	33.7	19.4	2.0	23.2	501
	Sup	6.4	22.0	29.2	28.9	4.9	8.7	346
Total	NonSup	5.3	16.0	34.1	20.1	2.5	22.0	906
	Sup	6.7	19.8	30.7	29.5	3.6	9.7	756
Total		6.0	17.7	32.6	24.4	3.0	16.4	1662

		Q108C				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	23.4	38.3	19.1	19.1	94
	Sup	24.2	35.2	28.9	11.7	128
PL	NonSup	22.1	30.1	24.3	23.5	136
	Sup	28.2	32.8	29.9	9.2	174
RL	NonSup	18.3	36.0	26.9	18.9	175
	Sup	21.3	26.9	40.7	11.1	108
WL	NonSup	21.8	33.7	21.4	23.2	501
	Sup	28.3	29.2	33.8	8.7	346
Total	NonSup	21.3	34.1	22.6	22.0	906
	Sup	26.6	30.7	33.1	9.7	756
Total		23.7	32.6	27.4	16.4	1662

Not applicable responses deleted

		Q108C		
		MEAN	N	NMISS
AL	NonSup	2.91	76	1
	Sup	2.96	113	5
PL	NonSup	2.98	104	0
	Sup	2.96	158	3
RL	NonSup	3.09	142	4
	Sup	3.23	96	2
WL	NonSup	2.96	385	9
	Sup	3.04	316	5
Total	NonSup	2.98	707	14
	Sup	3.04	683	15
Total		3.01	1390	29

		Q109					
		In Bldg	Same Area	Out of Area	Unsure	Total	
		%	%	%	%	N	
---	---						
AL	NonSup	27.9	3.5	55.8	12.8	86	
	Sup	20.2	12.1	61.3	6.5	124	
PL	NonSup	20.3	11.0	61.9	6.8	118	
	Sup	18.8	6.1	73.9	1.2	165	
RL	NonSup	58.7	15.6	12.6	13.2	167	
	Sup	51.0	25.0	18.8	5.2	96	
WL	NonSup	27.5	3.0	60.4	9.0	465	
	Sup	29.4	2.2	65.6	2.8	323	
Total	NonSup	32.8	6.7	50.6	9.9	836	
	Sup	28.2	7.9	60.5	3.4	708	
Total		30.7	7.3	55.1	6.9	1544	

		Q110					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	9.7	20.4	29.0	34.4	6.5	93
	Sup	7.0	22.5	25.6	36.4	8.5	129
PL	NonSup	8.9	25.9	25.2	34.8	5.2	135
	Sup	5.1	23.4	22.9	42.9	5.7	175
RL	NonSup	10.2	31.3	22.2	31.8	4.5	176
	Sup	5.5	18.3	20.2	45.0	11.0	109
WL	NonSup	11.9	28.3	21.5	34.2	4.2	506
	Sup	7.5	27.4	23.6	35.2	6.3	347
Total	NonSup	10.9	27.7	23.0	33.8	4.6	910
	Sup	6.6	24.3	23.3	38.6	7.2	760
Total		8.9	26.2	23.1	36.0	5.8	1670

		Q110			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	30.1	29.0	40.9	93
	Sup	29.5	25.6	45.0	129
PL	NonSup	34.8	25.2	40.0	135
	Sup	28.6	22.9	48.6	175
RL	NonSup	41.5	22.2	36.4	176
	Sup	23.9	20.2	56.0	109
WL	NonSup	40.1	21.5	38.3	506
	Sup	34.9	23.6	41.5	347
Total	NonSup	38.6	23.0	38.5	910
	Sup	30.9	23.3	45.8	760
Total		35.1	23.1	41.8	1670

		Q110		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.08	93	2
	Sup	3.17	129	4
PL	NonSup	3.01	135	1
	Sup	3.21	175	2
RL	NonSup	2.89	176	3
	Sup	3.38	109	1
WL	NonSup	2.91	506	4
	Sup	3.05	347	4
Total	NonSup	2.94	910	10
	Sup	3.16	760	11
Total		3.04	1670	21

		Q111					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	7.6	15.2	21.7	41.3	14.1	92
	Sup	9.4	9.4	18.8	39.8	22.7	128
PL	NonSup	5.1	7.4	17.6	43.4	26.5	136
	Sup	3.4	6.9	14.9	58.3	16.6	175
RL	NonSup	6.2	13.0	23.7	43.5	13.6	177
	Sup	3.7	10.1	14.7	47.7	23.9	109
WL	NonSup	6.7	10.5	15.9	47.8	19.0	504
	Sup	4.6	13.3	14.1	51.0	17.0	347
Total	NonSup	6.5	11.0	18.3	45.7	18.6	909
	Sup	5.0	10.7	15.2	50.3	18.8	759
Total		5.8	10.9	16.8	47.8	18.7	1668

		Q111			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	22.8	21.7	55.4	92
	Sup	18.8	18.8	62.5	128
PL	NonSup	12.5	17.6	69.9	136
	Sup	10.3	14.9	74.9	175
RL	NonSup	19.2	23.7	57.1	177
	Sup	13.8	14.7	71.6	109
WL	NonSup	17.3	15.9	66.9	504
	Sup	17.9	14.1	68.0	347
Total	NonSup	17.5	18.3	64.2	909
	Sup	15.7	15.2	69.2	759
Total		16.7	16.8	66.5	1668

Not applicable responses deleted

		Q111		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.39	92	3
	Sup	3.57	128	5
PL	NonSup	3.79	136	0
	Sup	3.78	175	2
RL	NonSup	3.45	177	2
	Sup	3.78	109	1
WL	NonSup	3.62	504	6
	Sup	3.63	347	4
Total	NonSup	3.59	909	11
	Sup	3.67	759	12
Total		3.63	1668	23

		Q112					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	6.4	16.0	14.9	47.9	14.9	94
	Sup	7.0	7.8	18.6	46.5	20.2	129
PL	NonSup	3.7	11.9	17.2	47.8	19.4	134
	Sup	2.9	4.6	14.5	62.4	15.6	173
RL	NonSup	6.3	14.2	13.6	52.8	13.1	176
	Sup	3.7	5.5	22.0	42.2	26.6	109
WL	NonSup	6.5	10.7	18.8	46.6	17.3	504
	Sup	5.8	8.7	18.2	52.0	15.3	346
Total	NonSup	6.1	12.1	17.2	48.1	16.5	908
	Sup	5.0	7.1	18.0	52.0	17.8	757
Total		5.6	9.8	17.5	49.9	17.1	1665

		Q112			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	22.3	14.9	62.8	94
	Sup	14.7	18.6	66.7	129
PL	NonSup	15.7	17.2	67.2	134
	Sup	7.5	14.5	78.0	173
RL	NonSup	20.5	13.6	65.9	176
	Sup	9.2	22.0	68.8	109
WL	NonSup	17.3	18.8	63.9	504
	Sup	14.5	18.2	67.3	346
Total	NonSup	18.2	17.2	64.6	908
	Sup	12.2	18.0	69.9	757
Total		15.4	17.5	67.0	1665

		Q112		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.49	94	1
	Sup	3.65	129	4
PL	NonSup	3.67	134	2
	Sup	3.83	173	4
RL	NonSup	3.52	176	3
	Sup	3.83	109	1
WL	NonSup	3.57	504	6
	Sup	3.62	346	5
Total	NonSup	3.57	908	12
	Sup	3.71	757	14
Total		3.63	1665	26

		Q113					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	8.5	9.6	26.6	41.5	13.8	94
	Sup	7.8	14.8	14.8	46.9	15.6	128
PL	NonSup	3.7	13.2	23.5	42.6	16.9	136
	Sup	4.6	12.0	26.3	45.1	12.0	175
RL	NonSup	4.0	11.4	20.5	51.7	12.5	176
	Sup	5.5	5.5	18.3	51.4	19.3	109
WL	NonSup	6.5	13.7	19.2	47.5	13.1	505
	Sup	7.5	10.1	16.1	51.0	15.3	347
Total	NonSup	5.8	12.7	20.9	47.0	13.6	911
	Sup	6.6	10.7	18.6	49.0	15.2	759
Total		6.2	11.8	19.8	47.9	14.3	1670

		Q113			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	18.1	26.6	55.3	94
	Sup	22.7	14.8	62.5	128
PL	NonSup	16.9	23.5	59.6	136
	Sup	16.6	26.3	57.1	175
RL	NonSup	15.3	20.5	64.2	176
	Sup	11.0	18.3	70.6	109
WL	NonSup	20.2	19.2	60.6	505
	Sup	17.6	16.1	66.3	347
Total	NonSup	18.6	20.9	60.6	911
	Sup	17.3	18.6	64.2	759
Total		18.0	19.8	62.2	1670

		Q113		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.43	94	1
	Sup	3.48	128	5
PL	NonSup	3.56	136	0
	Sup	3.48	175	2
RL	NonSup	3.57	176	3
	Sup	3.73	109	1
WL	NonSup	3.47	505	5
	Sup	3.56	347	4
Total	NonSup	3.50	911	9
	Sup	3.55	759	12
Total		3.52	1670	21

		Q114					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	8.5	14.9	21.3	51.1	4.3	94
	Sup	8.5	11.6	14.7	55.0	10.1	129
PL	NonSup	5.1	8.1	30.9	47.1	8.8	136
	Sup	5.7	10.3	29.9	44.3	9.8	174
RL	NonSup	6.3	15.3	25.0	46.6	6.8	176
	Sup	0.9	15.6	25.7	44.0	13.8	109
WL	NonSup	6.9	13.7	32.5	39.0	7.9	505
	Sup	6.6	14.7	22.8	45.4	10.4	346
Total	NonSup	6.7	13.3	29.6	42.9	7.5	911
	Sup	5.9	13.3	23.5	46.6	10.7	758
Total		6.4	13.3	26.8	44.6	8.9	1669

		Q114			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	23.4	21.3	55.3	94
	Sup	20.2	14.7	65.1	129
PL	NonSup	13.2	30.9	55.9	136
	Sup	16.1	29.9	54.0	174
RL	NonSup	21.6	25.0	53.4	176
	Sup	16.5	25.7	57.8	109
WL	NonSup	20.6	32.5	46.9	505
	Sup	21.4	22.8	55.8	346
Total	NonSup	20.0	29.6	50.4	911
	Sup	19.3	23.5	57.3	758
Total		19.7	26.8	53.5	1669

		Q114		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.28	94	1
	Sup	3.47	129	4
PL	NonSup	3.46	136	0
	Sup	3.42	174	3
RL	NonSup	3.32	176	3
	Sup	3.54	109	1
WL	NonSup	3.27	505	5
	Sup	3.38	346	5
Total	NonSup	3.31	911	9
	Sup	3.43	758	13
Total		3.36	1669	22

		Q115					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	12.8	13.8	16.0	42.6	14.9	94
	Sup	10.9	7.0	17.2	46.1	18.8	128
PL	NonSup	6.6	12.5	16.2	47.8	16.9	136
	Sup	5.7	6.9	16.7	52.3	18.4	174
RL	NonSup	6.8	13.0	25.4	40.7	14.1	177
	Sup	5.5	6.4	17.4	44.0	26.6	109
WL	NonSup	8.9	12.8	19.6	41.7	17.0	506
	Sup	7.8	8.7	14.7	49.1	19.7	346
Total	NonSup	8.5	12.9	19.8	42.5	16.2	913
	Sup	7.5	7.7	16.0	48.6	20.2	757
Total		8.1	10.5	18.1	45.3	18.0	1670

		Q115			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	26.6	16.0	57.4	94
	Sup	18.0	17.2	64.8	128
PL	NonSup	19.1	16.2	64.7	136
	Sup	12.6	16.7	70.7	174
RL	NonSup	19.8	25.4	54.8	177
	Sup	11.9	17.4	70.6	109
WL	NonSup	21.7	19.6	58.7	506
	Sup	16.5	14.7	68.8	346
Total	NonSup	21.5	19.8	58.7	913
	Sup	15.2	16.0	68.8	757
Total		18.6	18.1	63.3	1670

		Q115		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.33	94	1
	Sup	3.55	128	5
PL	NonSup	3.56	136	0
	Sup	3.71	174	3
RL	NonSup	3.42	177	2
	Sup	3.80	109	1
WL	NonSup	3.45	506	4
	Sup	3.64	346	5
Total	NonSup	3.45	913	7
	Sup	3.66	757	14
Total		3.55	1670	21

		Q116					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	11.7	14.9	17.0	42.6	13.8	94
	Sup	8.5	8.5	19.2	43.8	20.0	130
PL	NonSup	2.9	14.7	21.3	43.4	17.6	136
	Sup	2.9	10.9	19.5	47.7	19.0	174
RL	NonSup	6.3	15.3	19.9	43.2	15.3	176
	Sup	6.4	4.6	18.3	41.3	29.4	109
WL	NonSup	8.3	14.3	20.0	45.2	12.1	504
	Sup	5.8	10.1	17.0	49.0	18.2	347
Total	NonSup	7.5	14.6	19.9	44.3	13.7	910
	Sup	5.7	9.2	18.2	46.7	20.3	760
Total		6.6	12.2	19.1	45.4	16.7	1670

		Q116			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	26.6	17.0	56.4	94
	Sup	16.9	19.2	63.8	130
PL	NonSup	17.6	21.3	61.0	136
	Sup	13.8	19.5	66.7	174
RL	NonSup	21.6	19.9	58.5	176
	Sup	11.0	18.3	70.6	109
WL	NonSup	22.6	20.0	57.3	504
	Sup	15.9	17.0	67.1	347
Total	NonSup	22.1	19.9	58.0	910
	Sup	14.9	18.2	67.0	760
Total		18.8	19.1	62.1	1670

		Q116		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.32	94	1
	Sup	3.58	130	3
PL	NonSup	3.58	136	0
	Sup	3.69	174	3
RL	NonSup	3.46	176	3
	Sup	3.83	109	1
WL	NonSup	3.38	504	6
	Sup	3.64	347	4
Total	NonSup	3.42	910	10
	Sup	3.67	760	11
Total		3.53	1670	21

		Q117					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	10.6	16.0	29.8	33.0	10.6	94
	Sup	9.2	16.2	23.1	40.8	10.8	130
PL	NonSup	5.1	19.9	30.9	34.6	9.6	136
	Sup	5.2	14.4	29.9	39.1	11.5	174
RL	NonSup	8.5	24.4	21.0	36.9	9.1	176
	Sup	4.6	10.1	23.9	41.3	20.2	109
WL	NonSup	11.3	21.1	24.1	36.0	7.5	506
	Sup	6.9	17.6	24.8	41.2	9.5	347
Total	NonSup	9.8	21.1	25.1	35.6	8.4	912
	Sup	6.6	15.5	25.5	40.7	11.7	760
Total		8.3	18.5	25.3	37.9	9.9	1672

		Q117			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	26.6	29.8	43.6	94
	Sup	25.4	23.1	51.5	130
PL	NonSup	25.0	30.9	44.1	136
	Sup	19.5	29.9	50.6	174
RL	NonSup	33.0	21.0	46.0	176
	Sup	14.7	23.9	61.5	109
WL	NonSup	32.4	24.1	43.5	506
	Sup	24.5	24.8	50.7	347
Total	NonSup	30.8	25.1	44.1	912
	Sup	22.1	25.5	52.4	760
Total		26.9	25.3	47.8	1672

		Q117		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.17	94	1
	Sup	3.28	130	3
PL	NonSup	3.24	136	0
	Sup	3.37	174	3
RL	NonSup	3.14	176	3
	Sup	3.62	109	1
WL	NonSup	3.07	506	4
	Sup	3.29	347	4
Total	NonSup	3.12	912	8
	Sup	3.35	760	11
Total		3.23	1672	19

		Q118					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	5.4	8.6	22.6	47.3	16.1	93
	Sup	6.3	3.9	15.6	46.9	27.3	128
PL	NonSup	2.2	8.1	28.9	43.7	17.0	135
	Sup	2.9	3.5	22.0	50.9	20.8	173
RL	NonSup	4.5	5.1	16.5	52.8	21.0	176
	Sup	2.8	4.6	17.6	42.6	32.4	108
WL	NonSup	3.8	6.1	20.2	52.2	17.8	506
	Sup	2.0	3.7	15.9	58.8	19.6	347
Total	NonSup	3.8	6.5	21.0	50.5	18.1	910
	Sup	3.0	3.8	17.5	52.6	23.0	756
Total		3.5	5.3	19.4	51.5	20.3	1666

		Q118			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	14.0	22.6	63.4	93
	Sup	10.2	15.6	74.2	128
PL	NonSup	10.4	28.9	60.7	135
	Sup	6.4	22.0	71.7	173
RL	NonSup	9.7	16.5	73.9	176
	Sup	7.4	17.6	75.0	108
WL	NonSup	9.9	20.2	70.0	506
	Sup	5.8	15.9	78.4	347
Total	NonSup	10.3	21.0	68.7	910
	Sup	6.9	17.5	75.7	756
Total		8.8	19.4	71.8	1666

		Q118		
		MEAN	N	NMISS
AL	NonSup	3.60	93	2
	Sup	3.85	128	5
PL	NonSup	3.65	135	1
	Sup	3.83	173	4
RL	NonSup	3.81	176	3
	Sup	3.97	108	2
WL	NonSup	3.74	506	4
	Sup	3.90	347	4
Total	NonSup	3.73	910	10
	Sup	3.89	756	15
Total		3.80	1666	25

		Q119					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	9.6	12.8	23.4	43.6	10.6	94
	Sup	6.3	20.5	16.5	42.5	14.2	127
PL	NonSup	7.4	13.2	22.8	46.3	10.3	136
	Sup	6.9	9.8	20.8	48.6	13.9	173
RL	NonSup	7.4	17.0	22.7	45.5	7.4	176
	Sup	4.6	13.9	22.2	43.5	15.7	108
WL	NonSup	7.3	20.8	23.4	38.8	9.7	505
	Sup	6.3	18.4	22.8	40.6	11.8	347
Total	NonSup	7.6	18.1	23.2	41.7	9.4	911
	Sup	6.2	16.2	21.2	43.2	13.2	755
Total		7.0	17.2	22.3	42.4	11.2	1666

		Q119			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	22.3	23.4	54.3	94
	Sup	26.8	16.5	56.7	127
PL	NonSup	20.6	22.8	56.6	136
	Sup	16.8	20.8	62.4	173
RL	NonSup	24.4	22.7	52.8	176
	Sup	18.5	22.2	59.3	108
WL	NonSup	28.1	23.4	48.5	505
	Sup	24.8	22.8	52.4	347
Total	NonSup	25.7	23.2	51.2	911
	Sup	22.4	21.2	56.4	755
Total		24.2	22.3	53.5	1666

		Q119		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.33	94	1
	Sup	3.38	127	6
PL	NonSup	3.39	136	0
	Sup	3.53	173	4
RL	NonSup	3.28	176	3
	Sup	3.52	108	2
WL	NonSup	3.23	505	5
	Sup	3.33	347	4
Total	NonSup	3.27	911	9
	Sup	3.41	755	16
Total		3.34	1666	25

		Q120					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	10.6	13.8	31.9	37.2	6.4	94
	Sup	5.4	13.2	21.7	45.0	14.7	129
PL	NonSup	3.7	14.7	30.9	44.9	5.9	136
	Sup	5.2	13.3	24.3	48.6	8.7	173
RL	NonSup	8.5	16.5	33.5	34.7	6.8	176
	Sup	4.6	8.3	24.8	48.6	13.8	109
WL	NonSup	6.7	20.2	28.2	38.7	6.2	504
	Sup	4.6	14.7	22.5	46.1	12.1	347
Total	NonSup	7.0	18.0	30.0	38.7	6.3	910
	Sup	4.9	13.2	23.1	46.8	12.0	758
Total		6.1	15.8	26.9	42.4	8.9	1668

		Q120			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	24.5	31.9	43.6	94
	Sup	18.6	21.7	59.7	129
PL	NonSup	18.4	30.9	50.7	136
	Sup	18.5	24.3	57.2	173
RL	NonSup	25.0	33.5	41.5	176
	Sup	12.8	24.8	62.4	109
WL	NonSup	27.0	28.2	44.8	504
	Sup	19.3	22.5	58.2	347
Total	NonSup	25.1	30.0	44.9	910
	Sup	18.1	23.1	58.8	758
Total		21.9	26.9	51.3	1668

		Q120		
		MEAN	N	NMISS
AL	NonSup	3.15	94	1
	Sup	3.50	129	4
PL	NonSup	3.35	136	0
	Sup	3.42	173	4
RL	NonSup	3.15	176	3
	Sup	3.59	109	1
WL	NonSup	3.17	504	6
	Sup	3.46	347	4
Total	NonSup	3.19	910	10
	Sup	3.48	758	13
Total		3.32	1668	23

		Q121					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	7.4	16.0	25.5	39.4	11.7	94
	Sup	4.7	10.2	25.8	49.2	10.2	128
PL	NonSup	4.4	16.9	30.9	37.5	10.3	136
	Sup	3.4	8.6	28.7	46.6	12.6	174
RL	NonSup	8.5	12.5	30.1	41.5	7.4	176
	Sup	2.8	4.6	23.9	54.1	14.7	109
WL	NonSup	9.5	13.5	27.6	42.5	6.8	503
	Sup	6.1	11.2	26.8	44.7	11.2	347
Total	NonSup	8.4	14.1	28.4	41.3	7.9	909
	Sup	4.7	9.5	26.6	47.2	11.9	758
Total		6.7	12.0	27.6	44.0	9.7	1667

		Q121			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	23.4	25.5	51.1	94
	Sup	14.8	25.8	59.4	128
PL	NonSup	21.3	30.9	47.8	136
	Sup	12.1	28.7	59.2	174
RL	NonSup	21.0	30.1	48.9	176
	Sup	7.3	23.9	68.8	109
WL	NonSup	23.1	27.6	49.3	503
	Sup	17.3	26.8	55.9	347
Total	NonSup	22.4	28.4	49.2	909
	Sup	14.2	26.6	59.1	758
Total		18.7	27.6	53.7	1667

		Q121		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.32	94	1
	Sup	3.50	128	5
PL	NonSup	3.32	136	0
	Sup	3.56	174	3
RL	NonSup	3.27	176	3
	Sup	3.73	109	1
WL	NonSup	3.23	503	7
	Sup	3.44	347	4
Total	NonSup	3.26	909	11
	Sup	3.52	758	13
Total		3.38	1667	24

		Q122					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total

		%	%	%	%	%	N
AL	NonSup	2.2	8.6	15.1	57.0	17.2	93
	Sup	3.9	0.8	11.6	58.9	24.8	129
PL	NonSup	3.7	7.4	23.0	48.9	17.0	135
	Sup	2.9	2.3	9.1	58.9	26.9	175
RL	NonSup	1.1	5.6	11.9	63.3	18.1	177
	Sup	.	5.5	6.4	56.9	31.2	109
WL	NonSup	2.0	4.0	15.7	58.1	20.3	503
	Sup	0.9	2.6	10.2	65.4	20.9	344
Total	NonSup	2.1	5.3	16.0	57.6	19.1	908
	Sup	1.7	2.6	9.6	61.6	24.4	757
Total		1.9	4.1	13.1	59.4	21.5	1665

		Q122			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	10.8	15.1	74.2	93
	Sup	4.7	11.6	83.7	129
PL	NonSup	11.1	23.0	65.9	135
	Sup	5.1	9.1	85.7	175
RL	NonSup	6.8	11.9	81.4	177
	Sup	5.5	6.4	88.1	109
WL	NonSup	6.0	15.7	78.3	503
	Sup	3.5	10.2	86.3	344
Total	NonSup	7.4	16.0	76.7	908
	Sup	4.4	9.6	86.0	757
Total		6.0	13.1	80.9	1665

		Q122		
		MEAN	N	NMISS
AL	NonSup	3.78	93	2
	Sup	4.00	129	4
PL	NonSup	3.68	135	1
	Sup	4.05	175	2
RL	NonSup	3.92	177	2
	Sup	4.14	109	1
WL	NonSup	3.91	503	7
	Sup	4.03	344	7
Total	NonSup	3.86	908	12
	Sup	4.04	757	14
Total		3.94	1665	26

		Q123					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	4.3	17.2	28.0	36.6	14.0	93
	Sup	8.5	7.8	14.0	42.6	27.1	129
PL	NonSup	5.9	12.6	25.9	40.7	14.8	135
	Sup	5.7	7.4	15.4	50.3	21.1	175
RL	NonSup	2.8	10.2	18.1	54.2	14.7	177

	Sup	0.9	10.1	11.0	49.5	28.4	109
WL	NonSup	9.2	13.2	20.0	42.3	15.4	501
	Sup	5.8	10.1	16.1	45.2	22.8	347
Total	NonSup	7.0	12.9	21.3	43.8	15.0	906
	Sup	5.5	9.1	14.9	46.6	23.9	760
Total		6.3	11.2	18.4	45.1	19.1	1666

Response distributions from survey 13:47 Monday, January 13, 1997 1360

		Q123			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	21.5	28.0	50.5	93
	Sup	16.3	14.0	69.8	129
PL	NonSup	18.5	25.9	55.6	135
	Sup	13.1	15.4	71.4	175
RL	NonSup	13.0	18.1	68.9	177
	Sup	11.0	11.0	78.0	109
WL	NonSup	22.4	20.0	57.7	501
	Sup	15.9	16.1	68.0	347
Total	NonSup	19.9	21.3	58.8	906
	Sup	14.6	14.9	70.5	760
Total		17.5	18.4	64.2	1666

Mean response for survey questions 13:47 Monday, January 13, 1997 1361
Not applicable responses deleted

		Q123		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.39	93	2
	Sup	3.72	129	4
PL	NonSup	3.46	135	1
	Sup	3.74	175	2
RL	NonSup	3.68	177	2
	Sup	3.94	109	1
WL	NonSup	3.42	501	9
	Sup	3.69	347	4
Total	NonSup	3.47	906	14
	Sup	3.74	760	11
Total		3.59	1666	25

		Q124					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	.	66.7	.	33.3	.	3
	Sup	34.4	34.4	13.3	12.2	5.6	90
PL	NonSup	22.2	44.4	22.2	11.1	.	9
	Sup	22.4	48.0	14.3	12.2	3.1	98
RL	NonSup	.	100.0	.	.	.	1
	Sup	31.3	35.4	14.6	14.6	4.2	48
WL	NonSup	41.7	16.7	33.3	8.3	.	12
	Sup	48.7	35.9	4.6	8.7	2.1	195
Total	NonSup	28.0	36.0	24.0	12.0	.	25
	Sup	37.8	38.3	9.7	10.9	3.2	431
Total		37.3	38.2	10.5	11.0	3.1	456

		Q124			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	66.7	.	33.3	3
	Sup	68.9	13.3	17.8	90
PL	NonSup	66.7	22.2	11.1	9
	Sup	70.4	14.3	15.3	98
RL	NonSup	100.0	.	.	1
	Sup	66.7	14.6	18.8	48
WL	NonSup	58.3	33.3	8.3	12
	Sup	84.6	4.6	10.8	195
Total	NonSup	64.0	24.0	12.0	25
	Sup	76.1	9.7	14.2	431
Total		75.4	10.5	14.0	456

		Q124		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.67	3	92
	Sup	2.20	90	43
PL	NonSup	2.22	9	127
	Sup	2.26	98	79
RL	NonSup	2.00	1	178
	Sup	2.25	48	62
WL	NonSup	2.08	12	498
	Sup	1.79	195	156
Total	NonSup	2.20	25	895
	Sup	2.03	431	340
Total		2.04	456	1235

		Q125					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	33.3	33.3	33.3	.	.	3
	Sup	29.2	31.5	15.7	20.2	3.4	89
PL	NonSup	16.7	50.0	33.3	.	.	6
	Sup	25.3	50.5	7.4	14.7	2.1	95
RL	NonSup	50.0	50.0	.	.	.	2
	Sup	16.7	39.6	18.8	20.8	4.2	48
WL	NonSup	42.9	28.6	28.6	.	.	7
	Sup	44.6	43.0	4.7	6.2	1.6	193
Total	NonSup	33.3	38.9	27.8	.	.	18
	Sup	33.9	41.9	9.2	12.7	2.4	425
Total		33.9	41.8	9.9	12.2	2.3	443

		Q125			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	66.7	33.3	.	3
	Sup	60.7	15.7	23.6	89
PL	NonSup	66.7	33.3	.	6
	Sup	75.8	7.4	16.8	95
RL	NonSup	100.0	.	.	2
	Sup	56.3	18.8	25.0	48
WL	NonSup	71.4	28.6	.	7
	Sup	87.6	4.7	7.8	193
Total	NonSup	72.2	27.8	.	18
	Sup	75.8	9.2	15.1	425
Total		75.6	9.9	14.4	443

		Q125		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.00	3	92
	Sup	2.37	89	44
PL	NonSup	2.17	6	130
	Sup	2.18	95	82
RL	NonSup	1.50	2	177
	Sup	2.56	48	62
WL	NonSup	1.86	7	503
	Sup	1.77	193	158
Total	NonSup	1.94	18	902
	Sup	2.08	425	346
Total		2.07	443	1248

		Q126					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	.	33.3	33.3	33.3	.	3
	Sup	32.6	46.1	12.4	5.6	3.4	89
PL	NonSup	33.3	50.0	16.7	.	.	6
	Sup	28.4	49.5	10.5	10.5	1.1	95
RL	Sup	35.4	41.7	10.4	10.4	2.1	48
WL	NonSup	33.3	33.3	33.3	.	.	6
	Sup	44.6	45.1	5.2	4.1	1.0	193
Total	NonSup	26.7	40.0	26.7	6.7	.	15
	Sup	37.4	45.9	8.5	6.6	1.6	425
Total		37.0	45.7	9.1	6.6	1.6	440

		Q126			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	33.3	33.3	33.3	3
	Sup	78.7	12.4	9.0	89
PL	NonSup	83.3	16.7	.	6
	Sup	77.9	10.5	11.6	95
RL	Sup	77.1	10.4	12.5	48
WL	NonSup	66.7	33.3	.	6
	Sup	89.6	5.2	5.2	193
Total	NonSup	66.7	26.7	6.7	15
	Sup	83.3	8.5	8.2	425
Total		82.7	9.1	8.2	440

		Q126		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.00	3	92
	Sup	2.01	89	44
PL	NonSup	1.83	6	130
	Sup	2.06	95	82
RL	NonSup	.	0	179
	Sup	2.02	48	62
WL	NonSup	2.00	6	504
	Sup	1.72	193	158
Total	NonSup	2.13	15	905
	Sup	1.89	425	346
Total		1.90	440	1251

		Q127					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	33.3	33.3	33.3	.	.	3
	Sup	17.2	32.2	27.6	20.7	2.3	87
PL	NonSup	20.0	20.0	40.0	20.0	.	5
	Sup	18.9	32.6	27.4	20.0	1.1	95
RL	Sup	8.3	31.3	37.5	22.9	.	48
WL	NonSup	.	33.3	33.3	33.3	.	6
	Sup	14.1	35.4	36.5	10.4	3.6	192
Total	NonSup	14.3	28.6	35.7	21.4	.	14
	Sup	15.2	33.6	32.7	16.1	2.4	422
Total		15.1	33.5	32.8	16.3	2.3	436

		Q127			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	66.7	33.3	.	3
	Sup	49.4	27.6	23.0	87
PL	NonSup	40.0	40.0	20.0	5
	Sup	51.6	27.4	21.1	95
RL	Sup	39.6	37.5	22.9	48
WL	NonSup	33.3	33.3	33.3	6
	Sup	49.5	36.5	14.1	192
Total	NonSup	42.9	35.7	21.4	14
	Sup	48.8	32.7	18.5	422
Total		48.6	32.8	18.6	436

Not applicable responses deleted

		Q127		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.00	3	92
	Sup	2.59	87	46
PL	NonSup	2.60	5	131
	Sup	2.52	95	82
RL	NonSup	.	0	179
	Sup	2.75	48	62
WL	NonSup	3.00	6	504
	Sup	2.54	192	159
Total	NonSup	2.64	14	906
	Sup	2.57	422	349
Total		2.57	436	1255

		Q128					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
AL	NonSup	.	33.3	33.3	33.3	.	3
	Sup	31.5	38.2	10.1	16.9	3.4	89
PL	NonSup	50.0	16.7	33.3	.	.	6
	Sup	35.8	37.9	11.6	14.7	.	95
RL	Sup	20.8	33.3	27.1	14.6	4.2	48
WL	NonSup	16.7	33.3	50.0	.	.	6
	Sup	25.9	37.3	10.4	23.3	3.1	193
Total	NonSup	26.7	26.7	40.0	6.7	.	15
	Sup	28.7	37.2	12.5	19.1	2.6	425
Total		28.6	36.8	13.4	18.6	2.5	440

		Q128			
		Disagree	Neutral	Agree	Total
		%	%	%	N
AL	NonSup	33.3	33.3	33.3	3
	Sup	69.7	10.1	20.2	89
PL	NonSup	66.7	33.3	.	6
	Sup	73.7	11.6	14.7	95
RL	Sup	54.2	27.1	18.8	48
WL	NonSup	50.0	50.0	.	6
	Sup	63.2	10.4	26.4	193
Total	NonSup	53.3	40.0	6.7	15
	Sup	65.9	12.5	21.6	425
Total		65.5	13.4	21.1	440

		Q128		
		MEAN	N	NMISS
AL	NonSup	3.00	3	92
	Sup	2.22	89	44
PL	NonSup	1.83	6	130
	Sup	2.05	95	82
RL	NonSup	.	0	179
	Sup	2.48	48	62
WL	NonSup	2.33	6	504
	Sup	2.40	193	158
Total	NonSup	2.27	15	905
	Sup	2.30	425	346
Total		2.30	440	1251

		Q129					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	.	100.0	.	.	.	3
	Sup	11.2	34.8	19.1	32.6	2.2	89
PL	NonSup	33.3	16.7	50.0	.	.	6
	Sup	9.6	23.4	35.1	30.9	1.1	94
RL	NonSup	.	.	100.0	.	.	1
	Sup	6.3	20.8	18.8	50.0	4.2	48
WL	NonSup	16.7	16.7	33.3	33.3	.	6
	Sup	13.0	30.6	30.6	24.9	1.0	193
Total	NonSup	18.8	31.3	37.5	12.5	.	16
	Sup	11.1	28.8	27.8	30.7	1.7	424
Total		11.4	28.9	28.2	30.0	1.6	440

		Q129			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	100.0	.	.	3
	Sup	46.1	19.1	34.8	89
PL	NonSup	50.0	50.0	.	6
	Sup	33.0	35.1	31.9	94
RL	NonSup	.	100.0	.	1
	Sup	27.1	18.8	54.2	48
WL	NonSup	33.3	33.3	33.3	6
	Sup	43.5	30.6	25.9	193
Total	NonSup	50.0	37.5	12.5	16
	Sup	39.9	27.8	32.3	424
Total		40.2	28.2	31.6	440

		Q129		
		MEAN	N	NMISS
---	---			
AL	NonSup	2.00	3	92
	Sup	2.80	89	44
PL	NonSup	2.17	6	130
	Sup	2.90	94	83
RL	NonSup	3.00	1	178
	Sup	3.25	48	62
WL	NonSup	2.83	6	504
	Sup	2.70	193	158
Total	NonSup	2.44	16	904
	Sup	2.83	424	347
Total		2.82	440	1251

		Q130					
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	Total
		%	%	%	%	%	N
---	---						
AL	NonSup	33.3	.	.	33.3	33.3	3
	Sup	16.9	25.8	28.1	24.7	4.5	89
PL	NonSup	.	16.7	50.0	33.3	.	6
	Sup	23.2	26.3	20.0	29.5	1.1	95
RL	NonSup	.	.	.	100.0	.	1
	Sup	14.6	27.1	31.3	22.9	4.2	48
WL	NonSup	16.7	16.7	33.3	16.7	16.7	6
	Sup	19.2	34.7	18.1	24.9	3.1	193
Total	NonSup	12.5	12.5	31.3	31.3	12.5	16
	Sup	19.1	30.1	22.1	25.6	3.1	425
Total		18.8	29.5	22.4	25.9	3.4	441

		Q130			
		Disagree	Neutral	Agree	Total
		%	%	%	N
---	---				
AL	NonSup	33.3	.	66.7	3
	Sup	42.7	28.1	29.2	89
PL	NonSup	16.7	50.0	33.3	6
	Sup	49.5	20.0	30.5	95
RL	NonSup	.	.	100.0	1
	Sup	41.7	31.3	27.1	48
WL	NonSup	33.3	33.3	33.3	6
	Sup	53.9	18.1	28.0	193
Total	NonSup	25.0	31.3	43.8	16
	Sup	49.2	22.1	28.7	425
Total		48.3	22.4	29.3	441

		Q130		
		MEAN	N	NMISS
---	---			
AL	NonSup	3.33	3	92
	Sup	2.74	89	44
PL	NonSup	3.17	6	130
	Sup	2.59	95	82
RL	NonSup	4.00	1	178
	Sup	2.75	48	62
WL	NonSup	3.00	6	504
	Sup	2.58	193	158
Total	NonSup	3.19	16	904
	Sup	2.64	425	346
Total		2.66	441	1250

		Q131						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	.	.	.	100.0	.	.	3
	Sup	4.5	18.0	30.3	27.0	9.0	11.2	89
PL	NonSup	.	28.6	28.6	.	14.3	28.6	7
	Sup	1.1	11.6	31.6	24.2	18.9	12.6	95
RL	NonSup	.	.	.	.	.	100.0	3
	Sup	4.2	29.2	37.5	14.6	2.1	12.5	48
WL	NonSup	.	16.7	66.7	16.7	.	.	6
	Sup	5.7	15.6	33.9	14.1	5.2	25.5	192
Total	NonSup	.	15.8	31.6	21.1	5.3	26.3	19
	Sup	4.2	16.7	33.0	19.1	8.7	18.2	424
Total		4.1	16.7	33.0	19.2	8.6	18.5	443

		Q131				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	.	.	100.0	.	3
	Sup	22.5	30.3	36.0	11.2	89
PL	NonSup	28.6	28.6	14.3	28.6	7
	Sup	12.6	31.6	43.2	12.6	95
RL	NonSup	.	.	.	100.0	3
	Sup	33.3	37.5	16.7	12.5	48
WL	NonSup	16.7	66.7	16.7	.	6
	Sup	21.4	33.9	19.3	25.5	192
Total	NonSup	15.8	31.6	26.3	26.3	19
	Sup	21.0	33.0	27.8	18.2	424
Total		20.8	33.0	27.8	18.5	443

Not applicable responses deleted

		Q131		
		MEAN	N	NMISS
AL	NonSup	4.00	3	92
	Sup	3.20	79	44
PL	NonSup	3.00	5	129
	Sup	3.55	83	82
RL	NonSup	.	0	176
	Sup	2.79	42	62
WL	NonSup	3.00	6	504
	Sup	2.97	143	159
Total	NonSup	3.21	14	901
	Sup	3.14	347	347
Total		3.14	361	1248

		Q132						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	33.3	.	.	33.3	.	33.3	3
	Sup	3.4	33.7	22.5	21.3	2.2	16.9	89
PL	NonSup	.	14.3	42.9	14.3	.	28.6	7
	Sup	3.2	22.1	27.4	26.3	1.1	20.0	95
RL	NonSup	.	.	.	.	.	100.0	3
	Sup	8.5	17.0	31.9	29.8	.	12.8	47
WL	NonSup	16.7	16.7	33.3	16.7	16.7	.	6
	Sup	6.8	17.7	34.4	19.3	7.3	14.6	192
Total	NonSup	10.5	10.5	26.3	15.8	5.3	31.6	19
	Sup	5.4	22.0	30.0	22.5	4.0	16.1	423
Total		5.7	21.5	29.9	22.2	4.1	16.7	442

		Q132				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	33.3	.	33.3	33.3	3
	Sup	37.1	22.5	23.6	16.9	89
PL	NonSup	14.3	42.9	14.3	28.6	7
	Sup	25.3	27.4	27.4	20.0	95
RL	NonSup	.	.	.	100.0	3
	Sup	25.5	31.9	29.8	12.8	47
WL	NonSup	33.3	33.3	33.3	.	6
	Sup	24.5	34.4	26.6	14.6	192
Total	NonSup	21.1	26.3	21.1	31.6	19
	Sup	27.4	30.0	26.5	16.1	423
Total		27.1	29.9	26.2	16.7	442

Not applicable responses deleted

		Q132		
		MEAN	N	NMISS
AL	NonSup	2.50	2	92
	Sup	2.82	74	44
PL	NonSup	3.00	5	129
	Sup	3.00	76	82
RL	NonSup	.	0	176
	Sup	2.95	41	63
WL	NonSup	3.00	6	504
	Sup	3.03	164	159
Total	NonSup	2.92	13	901
	Sup	2.97	355	348
Total		2.97	368	1249

		Q133						
		Strong Disagree	Disagree	Neither	Agree	Strong Agree	N/A	Total
		%	%	%	%	%	%	N
AL	NonSup	.	33.3	.	33.3	33.3	.	3
	Sup	4.5	5.6	15.7	25.8	21.3	27.0	89
PL	NonSup	.	14.3	42.9	.	.	42.9	7
	Sup	1.1	1.1	13.7	36.8	21.1	26.3	95
RL	NonSup	.	.	.	.	.	100.0	3
	Sup	.	4.3	23.9	32.6	26.1	13.0	46
WL	NonSup	.	16.7	50.0	.	16.7	16.7	6
	Sup	2.1	3.7	12.0	34.6	18.8	28.8	191
Total	NonSup	.	15.8	31.6	5.3	10.5	36.8	19
	Sup	2.1	3.6	14.5	33.0	20.7	26.1	421
Total		2.0	4.1	15.2	31.8	20.2	26.6	440

		Q133				
		Disagree	Neutral	Agree	N/A	Total
		%	%	%	%	N
AL	NonSup	33.3	.	66.7	.	3
	Sup	10.1	15.7	47.2	27.0	89
PL	NonSup	14.3	42.9	.	42.9	7
	Sup	2.1	13.7	57.9	26.3	95
RL	NonSup	.	.	.	100.0	3
	Sup	4.3	23.9	58.7	13.0	46
WL	NonSup	16.7	50.0	16.7	16.7	6
	Sup	5.8	12.0	53.4	28.8	191
Total	NonSup	15.8	31.6	15.8	36.8	19
	Sup	5.7	14.5	53.7	26.1	421
Total		6.1	15.2	52.0	26.6	440

		Q133		
		MEAN	N	NMISS
AL	NonSup	3.67	3	92
	Sup	3.74	65	44
PL	NonSup	2.75	4	129
	Sup	4.03	70	82
RL	NonSup	.	0	176
	Sup	3.93	40	64
WL	NonSup	3.20	5	504
	Sup	3.90	136	160
Total	NonSup	3.17	12	901
	Sup	3.90	311	350
Total		3.87	323	1251

		Q134		
		Yes	No	Total
		%	%	N
---	---			
AL	NonSup	.	100.0	3
	Sup	2.3	97.7	88
PL	NonSup	16.7	83.3	6
	Sup	8.4	91.6	95
RL	NonSup	.	100.0	1
	Sup	6.3	93.8	48
WL	NonSup	.	100.0	7
	Sup	5.2	94.8	192
Total	NonSup	5.9	94.1	17
	Sup	5.4	94.6	423
Total		5.5	94.5	440

		Q136		
		Yes	No	Total
		%	%	N
---	---			
AL	NonSup	.	100.0	4
	Sup	10.2	89.8	88
PL	NonSup	.	100.0	6
	Sup	9.6	90.4	94
RL	NonSup	.	100.0	1
	Sup	6.3	93.8	48
WL	NonSup	.	100.0	6
	Sup	9.9	90.1	191
Total	NonSup	.	100.0	17
	Sup	9.5	90.5	421
Total		9.1	90.9	438

		Q137							
		top 1%	top 10%	top 25%	Avg	Below Avg	Poor	N/A	Total
		%	%	%	%	%	%	%	N
---	---								
AL	NonSup	.	.	33.3	33.3	33.3	.	.	3
	Sup	2.3	14.0	12.8	3.5	3.5	1.2	62.8	86
PL	NonSup	.	.	16.7	.	.	.	83.3	6
	Sup	2.2	13.5	14.6	10.1	.	.	59.6	89
RL	NonSup	.	.	.	.	.	.	100.0	1
	Sup	4.3	15.2	17.4	6.5	2.2	.	54.3	46
WL	NonSup	.	.	16.7	.	.	.	83.3	6
	Sup	0.5	7.1	10.4	4.9	1.6	0.5	74.9	183
Total	NonSup	.	.	18.8	6.3	6.3	.	68.8	16
	Sup	1.7	10.9	12.6	5.9	1.7	0.5	66.6	404
Total		1.7	10.5	12.9	6.0	1.9	0.5	66.7	420

Appendix D

Training Questionnaire

Air Force
Laboratory Personnel Demonstration (LPD)

Training Questionnaire

Training Date:_____ Base:_____ Laboratory:_____

*The major topics presented during your LPD training are listed below as items 1 through 8. Using the scale to the right, circle the number which indicates **the amount your understanding of these topics increased** as a result of this training. Note that item 8 is for supervisors.*	*1 Not At All*	*2 A Small Amount*	*3 A Moderate Amount*	*4 A Large Amount*	*5 A Very Large Amount*
1. Position Classification	1	2	3	4	5
2. Contribution-based Compensation System (CCS) Philosophy	1	2	3	4	5
3. CCS Process: Assessing an Employee's Contribution	1	2	3	4	5
4. CCS Process: Compensating an Employee's Contribution	1	2	3	4	5
5. Step Buy-in Process	1	2	3	4	5
6. Conversion to Demo Pay	1	2	3	4	5
7. Reduction in Force (RIF) Process	1	2	3	4	5
Item 8 is for Managers/Supervisors only					
8. CCS Supervisors' Meetings Philosophy	1	2	3	4	5

*For items 9 through 13, use the scale to the right to indicate **your agreement or disagreement** with each of the following statements. Again, do so by circling the appropriate number to the right of each statement.*	*1 Strongly Disagree*	*2 Disagree*	*3 Slightly Disagree*	*4 Slightly Agree*	*5 Agree*	*6 Strongly Agree*
9. This training helped me understand why the LPD is being conducted	1	2	3	4	5	6
10. I need additional training on the LPD	1	2	3	4	5	6
11. Too much information was presented in this course	1	2	3	4	5	6
12. This training helped me understand the benefits of LPD	1	2	3	4	5	6
13. The LPD is likely to be an improvement over the current civilian personnel management system	1	2	3	4	5	6

*For items 14 through 16, use the scale to the right to indicate **how much of the following documents you've read**. Again, do so by circling the appropriate number to the right of each document.*	*1 None*	*2 A Small Amount*	*3 A Moderate Amount*	*4 A Large Amount*	*5 All*
14. *Federal Register* announcements concerning the LPD	1	2	3	4	5
15. LPD scripted briefing training manual (Blue cover, dated Jan 97)	1	2	3	4	5
16. LPD newsletters	1	2	3	4	5

General Comments and Questions

If you wish, use the space below and back side of this questionnaire to provide comments about this training.

Thank you for completing this questionnaire. Please return it to your trainer.

Appendix E

Personnel Office Data Call Package

MEMORANDUM FOR 66 SPTG/DPC
70 MSS/DPC
88 SPTG/DPC
95 MSS/DPC
96 MSS/DPC
377 MSS/DPC

FROM: AFRL/DSD and HQ AFMC/DPC
4375 Chidlaw Road, Suite 6
Wright-Patterson AFB OH 45433-5006

SUBJECT: Request for Data from Calendar Year 1996

1. The Air Force Laboratory Demonstration Project (Lab Demo) is an important initiative designed to maintain the vitality of Air Force Materiel Command laboratories. HQ AFMC/DPC is committed to providing the support necessary to ensure that Lab Demo is a success. One of the requirements associated with a personnel demonstration project is to evaluate the effectiveness of the changes the project brings to the personnel system. The evaluation typically compares various measures before and after implementation of the demonstration. A number of the measures require data that is available from the Civilian Personnel Flights (CPF).

2. The purpose of this memo is to request that data for the "before" or baseline time period for Lab Demo which is calendar year 1996. The data is needed only for S&E positions in the occupational series covered by the demonstration project. The data reported by each CPF will be aggregated into an Air Force response and submitted to the U.S. Office of Personnel Management (OPM) who is responsible for evaluating the Air Force Lab Demo.

3. The data covers the following six areas:

a. Classification timeliness
b. Average length of position descriptions
c. Number of formal grievances
d. Number of formal Unfair Labor Practice complaints
e. Hiring timeliness, offer extended information, and professional quality of new hires

4. The requested data is defined in the attached data collection instructions and instruments (Atchs 1-3). Please gather the requested data and send it to the Lab Demo Project Office, AFRL/DSD, by 30 June 1997. Contact Mr. Stash Lipiec at DSN 787-1974 or commercial 937-257-1974 if you have questions.

5. Thank you very much for your assistance. With your help, we will be able to track the effects of Lab Demo to ensure we are achieving the goals of the project.

CHRIS REMILLARD
Chief, Laboratory Demonstration
Project Office

LEIF E. PETERSON
Chief, Civilian Personnel and Programs
Directorate of Personnel

Attachments:
1. Personnel Office Data Collection Instructions
2. List of Candidate Employees for New Hire Data Collection
3. New Hire Data Collection Form

PERSONNEL OFFICE DATA COLLECTION INSTRUCTIONS
Calendar Year 1996
Only Scientists and Engineers Covered by Lab Demo in HQ AFMC Laboratories

1. **Classification Timeliness:** Timeliness is defined as the number of days from log-in of the SF-52 request at the Classification Section to the date the request is logged out of the Classification Section. Report the information only for requests completed during the year.

a. Report the average number of calendar days for requests involving scientist and engineer positions from calendar year 1996.

b. Also, report the number of SF-52 requests used in computing the average.

2. **Average Length of Position Descriptions:** Do NOT base this measure on the new Statements of Duties and Experience (SDE) being used for Lab Demo. Instead, please select 10 S&E position descriptions that were valid in calendar year 1996. Choose five from the occupational series that has the largest number of S&Es in the group your CPF services. Then, chose five additional position descriptions from any five of the other S&E occupational series. Seven of the descriptions should be grades 12 or 13; one from grades 7, 9, or 11; and two from grades 14 or 15. Estimate the length in pages of each of the 10 position descriptions to the nearest quarter of a page.

Compute and report the average page length for the 10 position descriptions.

3. **Number of Formal Grievances:** For calendar year 1996, data is needed on the number of formal grievances involving S&Es. The count should include grievances filed under administrative and negotiated grievance procedures including MSPB appeals as well as informal and formal EEO complaints. If the CPF does not maintain data on EEO complaints, please obtain it from the local office of the Chief EEO Counselor.

Report the total number of Formal Grievances.

4. **Number of Unfair Labor Practices Charges:** For calendar year 1996, information is also needed about Unfair Labor Practice Charges involving S&Es.

Report the total number of formal Unfair Labor Practice charges.

5. **Hiring Timeliness, Offer Extended Information, and Professional Quality:** The measures are to be collected only on employees who meet the definition of a “new hire” as specified by OPM. According to their guidance, the employees of interest are external hires (outside government) and internal hires (within government but from an agency or organization external to the laboratory) in S&E positions. Data for Palace Knight (PK) position fills is to be

reported only for those individuals who reported to the labs (not those PKs who were selected in 1996 for training at a university). Further, individuals who received within lab promotions or who were assigned to vacancies through a Priority Placement Program (PPP) are not to be included. To assist the CPFs in identifying employees who meet the "new hire" definition, HQ AFMC/DPC has prepared a list of *candidates* who are serviced by your CPF (Atch 2), as well as part of the data requested on either the position filled by the "new hire" or the individual employee; e.g., name, social security number, job series, GS grade, appointment NOA code, appointment authorization code, and highest degree earned. Please examine the list and delete any employees who should be excluded according to the Palace Knight, within lab promotion, or PPP guidance above. If there are discrepancies between the list of candidates supplied by HQ AFMC/DPC and the records at your CPF on "new hires," please contact Mr. Lipiec; he will work with the CPF representative to resolve questions and problems.

After identifying the final list of "new hires" for your CPF, please supply the measures described on the data sheet at Attachment 3. A separate data sheet is needed for each "new hire." Please photocopy as many data sheets as needed. We anticipate that the CPF will need to contact the supervisor for some of the measures; and the supervisor, in turn, may have to contact the employee for help in filling in some of the measures.

Although most of the measures are self-explanatory, a few require clarification and elaboration (see below). Again, if you have any questions, please contact Mr. Lipiec.

Timeliness: This measure is defined as the number of days from log-in of the SF-52 request at the staffing section to the date the register is referred to the supervisor. Report the number of calendar days between the two dates.

Number of Offers Extended: Determine the number of job offers extended by the supervisor (both oral and written) before the position was accepted by the new hire. CPFs may need to contact the supervisor for this measure. Report the total number of job offers extended.

Professional Quality of New Hire: Complete the data measures described on the form. CPFs may need to contact the supervisor to fill in some of the measures. The supervisor may need, in turn, to contact the employee for information needed for some measures. Please note that some measures, such as rank in class, may be left blank if they are not available from either the supervisor or the employee. All measures are to be reported as of the time of hiring.

Again, thank you very much for your assistance with this data collection effort.

Attachment 1 (2 of 2)

NEW HIRE DATA COLLECTION FORM

Name: _____ **SSN:** _____

Job Series: _____ **GS Grade:** _____

Appt. NOA Code: _____ **Appt. Auth. Code:** _____

Recruitment and Selection Method: (check the appropriate choice)

_____ Internal hire (within government, but new to the lab)
_____ External hire (outside government)

Hiring Time Information

____ Total number of elapsed calendar days

Job Offers Extended Information

_____ Number of offers extended (oral and written)

Professional Quality Information:

Highest Degree: (check one) BS/BA ____ MS/MA ____ PhD ____

Major: _____

University: (highest degree) _____

Class ranking: (highest degree, e.g., top third, 23/500) _____

Academic Honors: (summa cum laude, honor societies)

_____

_____

GPA: (undergrad) ____ GPA based on: (check one) 4-point ____ 5-point ____
OR Other scale (please describe) _____

University: (undergrad) _____

Post Doc: (formal program or work experience in academic specialization following PhD)
No ____ Yes ____ If yes, where: _____

Current University Affiliation: (position, e.g., adjunct professor) _____

Professional License or Certification: Yes ____ No ____

Number of Professional Memberships: (at time of hiring)

	Member	Fellow
International	_____	_____
National	_____	_____
Local	_____	_____

Number of Publications: (at time of hiring)

Books	_____	Technical Reports	_____
Chapters	_____	Refereed Journal Articles	_____
Monographs	_____	Other Journal Articles	_____
Book Reviews	_____	Conference Papers	_____

Number of Patents: (at time of hiring)

Patents Applied for _____
Patents Granted _____

Appendix F

CY95 Workforce Data File Descriptive Statistics

Summary statistics of the Lab Demo Population as of Dec 1995

SEX	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Female	265	9.5	265	9.5
Male	2521	90.5	2786	100.0

RACE	Frequency	Percent	Cumulative Frequency	Cumulative Percent
All others	121	4.3	121	4.3
Black	64	2.3	185	6.6
Hispanic	95	3.4	280	10.1
White	2506	89.9	2786	100.0

Education Level

EDLVL	Frequency	Percent	Cumulative Frequency	Cumulative Percent
No degree	7	0.3	7	0.3
Bachelors	1013	36.4	1020	36.6
Masters	1166	41.9	2186	78.5
Doctorate	600	21.5	2786	100.0

Supervisory Status

SUPST	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Supervisor/Manager	414	14.9	414	14.9
Supervisor (CSRA-GM)	38	1.4	452	16.2
Management Offical (CSRA-GM)	73	2.6	525	18.8
Other positions	2261	81.2	2786	100.0

Personnel Office

PO_ID	Frequency	Percent	Cumulative Frequency	Cumulative Percent
2049	40	1.4	40	1.4
2130	1299	46.6	1339	48.1
2149	121	4.3	1460	52.4
2209	5	0.2	1465	52.6
2376	177	6.4	1642	58.9
2377	1	0.0	1643	59.0
2378	4	0.1	1647	59.1
2453	184	6.6	1831	65.7
2471	5	0.2	1836	65.9
2510	248	8.9	2084	74.8
2609	691	24.8	2775	99.6
2610	10	0.4	2785	100.0
3432	1	0.0	2786	100.0

Summary statistics of the Lab Demo Population as of Dec 1995

Type of Appointment

APPOINT	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Career	2715	97.5	2715	97.5
Career-conditional	53	1.9	2768	99.4
1C	1	0.0	2769	99.4
Nonpermanent	15	0.5	2784	99.9
Schedule A (excepted service permanent)	2	0.1	2786	100.0

PATCO

PATCO	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Professional	2786	100.0	2786	100.0

Job Series

SERIES	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0180	91	3.3	91	3.3
0190	2	0.1	93	3.3
0401	3	0.1	96	3.4
0403	15	0.5	111	4.0
0413	19	0.7	130	4.7
0414	1	0.0	131	4.7
0415	9	0.3	140	5.0
0665	1	0.0	141	5.1
0701	1	0.0	142	5.1
0801	115	4.1	257	9.2
0803	8	0.3	265	9.5
0804	1	0.0	266	9.5
0806	199	7.1	465	16.7
0807	1	0.0	466	16.7
0808	3	0.1	469	16.8
0810	7	0.3	476	17.1
0819	8	0.3	484	17.4
0830	158	5.7	642	23.0
0840	2	0.1	644	23.1
0850	37	1.3	681	24.4
0854	73	2.6	754	27.1
0855	946	34.0	1700	61.0
0858	9	0.3	1709	61.3
0861	452	16.2	2161	77.6
0892	1	0.0	2162	77.6
0893	21	0.8	2183	78.4
0896	14	0.5	2197	78.9
1301	72	2.6	2269	81.4
1306	3	0.1	2272	81.6
1310	252	9.0	2524	90.6
1313	9	0.3	2533	90.9
1320	106	3.8	2639	94.7
1321	1	0.0	2640	94.8
1330	7	0.3	2647	95.0
1340	16	0.6	2663	95.6
1370	2	0.1	2665	95.7
1515	9	0.3	2674	96.0
1520	40	1.4	2714	97.4
1529	7	0.3	2721	97.7
1530	1	0.0	2722	97.7
1550	64	2.3	2786	100.0

Summary statistics of the Lab Demo Population as of Dec 1995

Rating

RATING	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Level 5, 2 above fully successful	946	34.1	946	34.1
Level 4, 1 above fully successful	1375	49.5	2321	83.5
Level 3, fully successful	447	16.1	2768	99.6
Level 1, 2 below fully successful	3	0.1	2771	99.7
P	1	0.0	2772	99.8
Not rated	6	0.2	2778	100.0

Frequency Missing = 8

Locality Adj Flag

LOCPY_F	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not receive locality adjustment	450	16.2	450	16.2
receives locality adjustment	2336	83.8	2786	100.0

Locality Pay Area

LOCPY_A	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Atlanta, GA	1	0.0	1	0.0
Boston, MA	266	9.5	267	9.6
Dayton, OH	1298	46.6	1565	56.2
LA, CA	121	4.3	1686	60.5
Sacramento, CA	10	0.4	1696	60.9
San Antonio, TX	170	6.1	1866	67.0
San Diego, CA	1	0.0	1867	67.0
Wash DC	5	0.2	1872	67.2
Rest of US	913	32.8	2785	100.0
Not in pay area	1	0.0	2786	100.0

Pay Rate Determinant

RATE_DET	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Regular Rate	2085	74.8	2085	74.8
Special Rate	695	24.9	2780	99.8
Retained Grade - Diff Pos	4	0.1	2784	99.9
Retained Pay - Diff Pos	2	0.1	2786	100.0

Lab

LAB	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Armstrong Lab	308	11.1	308	11.1
Phillips Lab	562	20.2	870	31.2
Rome Lab	504	18.1	1374	49.3
Wright Lab	1412	50.7	2786	100.0

Summary statistics of Lab Demo Separations on Dec 1995 file

Separation Action

SEP_ACT	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Ret - Disability	2	1.3	2	1.3
Ret - Voluntary	67	43.8	69	45.1
Ret - Special Option	20	13.1	89	58.2
Ret - In lieu of invol action	3	2.0	92	60.1
Resignation - In lieu of invol action	1	0.7	93	60.8
Resignation	47	30.7	140	91.5
Death	4	2.6	144	94.1
Termination - Appointment	7	4.6	151	98.7
Termination - Expir. of Appoint	2	1.3	153	100.0

	Pay Plan												
	GM	GS											
	Step	Step											
	0	0	1	2	3	4	5	6	7	8	9	10	ALL
	N	N	N	N	N	N	N	N	N	N	N	N	N
Grade													
9	.	.	1	1	.	1	.	1	.	.	.	.	4
11	.	.	3	4	2	7	6	6	2	3	1	3	37
12	.	2	22	25	65	187	168	110	92	38	25	50	784
13	57	3	24	26	40	149	168	138	175	120	77	153	1130
14	195	.	3	2	8	23	44	61	66	55	32	61	550
15	161	.	2	3	5	8	9	26	25	13	9	20	281
ALL	413	5	55	61	120	375	395	342	360	229	144	287	2786

Summary statistics of the Lab Demo Population as of Dec 1995

	Age (yrs)	Service Computation (yrs)	Months in Lab	Basic Pay	Locality Pay
	Avg	Avg	Avg	Avg	Avg
Grade					
9	29.3	5.0	55.0	31080.00	1583.25
11	38.8	11.0	124.6	42634.81	707.97
12	37.3	11.1	113.2	50632.27	851.24
13	43.2	16.2	172.0	59038.70	3097.63
14	49.9	22.6	243.9	71100.49	3987.62
15	53.8	26.6	279.8	84531.64	4837.71
ALL	43.8	17.0	179.7	61367.51	2782.77

Appendix G

CY96 Workforce Data File Descriptive Statistics

Summary statistics of the Lab Demo Population as of December 1996

SEX	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Female	255	9.5	255	9.5
Male	2438	90.5	2693	100.0

RACE	Frequency	Percent	Cumulative Frequency	Cumulative Percent
All others	116	4.3	116	4.3
Black	60	2.2	176	6.5
Hispanic	95	3.5	271	10.1
White	2422	89.9	2693	100.0

Education Level

EDLVL	Frequency	Percent	Cumulative Frequency	Cumulative Percent
No degree	8	0.3	8	0.3
Bachelors	944	35.1	952	35.4
Masters	1139	42.3	2091	77.6
Doctorate	602	22.4	2693	100.0

Supervisory Status

SUPST	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Supervisor/Manager	325	12.1	325	12.1
Supervisor (CSRA-GM)	103	3.8	428	15.9
Management Offical (CSRA-GM)	68	2.5	496	18.4
Other positions	2197	81.6	2693	100.0

Personnel Office

PO_ID	Frequency	Percent	Cumulative Frequency	Cumulative Percent
2049	1	0.0	1	0.0
2130	1269	47.1	1270	47.2
2149	104	3.9	1374	51.0
2209	4	0.1	1378	51.2
2376	206	7.6	1584	58.8
2378	4	0.1	1588	59.0
2453	188	7.0	1776	65.9
2510	263	9.8	2039	75.7
2609	644	23.9	2683	99.6
2610	10	0.4	2693	100.0

Summary statistics of the Lab Demo Population as of December 1996

Type of Appointment

APPOINT	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Career	2633	97.8	2633	97.8
Career-conditional	43	1.6	2676	99.4
1C	2	0.1	2678	99.4
Nonpermanent	13	0.5	2691	99.9
Schedule A (excepted service permanent)	2	0.1	2693	100.0

PATCO

PATCO	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Professional	2693	100.0	2693	100.0

Job Series

SERIES	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0180	92	3.4	92	3.4
0190	2	0.1	94	3.5
0401	4	0.1	98	3.6
0403	15	0.6	113	4.2
0413	21	0.8	134	5.0
0414	1	0.0	135	5.0
0415	9	0.3	144	5.3
0701	1	0.0	145	5.4
0801	116	4.3	261	9.7
0803	8	0.3	269	10.0
0804	1	0.0	270	10.0
0806	206	7.6	476	17.7
0808	3	0.1	479	17.8
0810	6	0.2	485	18.0
0819	8	0.3	493	18.3
0830	146	5.4	639	23.7
0840	3	0.1	642	23.8
0850	36	1.3	678	25.2
0854	83	3.1	761	28.3
0855	894	33.2	1655	61.5
0858	7	0.3	1662	61.7
0861	428	15.9	2090	77.6
0892	1	0.0	2091	77.6
0893	22	0.8	2113	78.5
0896	13	0.5	2126	78.9
1301	71	2.6	2197	81.6
1306	4	0.1	2201	81.7
1310	241	8.9	2442	90.7
1313	8	0.3	2450	91.0
1320	101	3.8	2551	94.7
1321	1	0.0	2552	94.8
1330	7	0.3	2559	95.0
1340	14	0.5	2573	95.5
1370	2	0.1	2575	95.6
1515	9	0.3	2584	96.0
1520	40	1.5	2624	97.4
1529	7	0.3	2631	97.7
1530	1	0.0	2632	97.7
1550	61	2.3	2693	100.0

Summary statistics of the Lab Demo Population as of December 1996

Rating

RATING	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Level 5, 2 above fully successful	1029	38.3	1029	38.3
Level 4, 1 above fully successful	1241	46.2	2270	84.4
Level 3, fully successful	404	15.0	2674	99.4
Level 2, 1 below fully successful	1	0.0	2675	99.5
Level 1, 2 below fully successful	2	0.1	2677	99.6
Not rated	12	0.4	2689	100.0

Frequency Missing = 4

Locality Adj Flag

LOCPY_F	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not receive locality adjustment	373	13.9	373	13.9
receives locality adjustment	2320	86.1	2693	100.0

Locality Pay Area

LOCPY_A	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Boston, MA	240	8.9	240	8.9
Dayton, OH	1266	47.0	1506	55.9
LA, CA	103	3.8	1609	59.7
Sacramento, CA	10	0.4	1619	60.1
San Antonio, TX	172	6.4	1791	66.5
San Diego, CA	1	0.0	1792	66.5
Wash DC	5	0.2	1797	66.7
Rest of US	895	33.2	2692	100.0
Not in pay area	1	0.0	2693	100.0

Pay Rate Determinant

RATE_DET	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Regular Rate	2118	78.6	2118	78.6
Special and Superior Qual Rate	1	0.0	2119	78.7
Special Rate	557	20.7	2676	99.4
Superior Qual Rate	6	0.2	2682	99.6
Retained Grade - Diff Pos	8	0.3	2690	99.9
Retained Grade and Sp.Rate - Diff Pos	1	0.0	2691	99.9
Retained Pay - Diff Pos	2	0.1	2693	100.0

Lab

LAB	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Armstrong Lab	307	11.4	307	11.4
Phillips Lab	534	19.8	841	31.2
Rome Lab	478	17.7	1319	49.0
Wright Lab	1374	51.0	2693	100.0

Summary statistics of the Lab Demo Population as of December 1996

Separation Action

SEP_ACT	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Ret - Disability	2	1.4	2	1.4
Ret - Voluntary	64	46.4	66	47.8
Ret - Special Option	5	3.6	71	51.4
Ret - In lieu of invol action	1	0.7	72	52.2
Resignation	46	33.3	118	85.5
Removal	4	2.9	122	88.4
Death	7	5.1	129	93.5
Termination - Appointment	7	5.1	136	98.6
Termination - Expir. of Appoint	1	0.7	137	99.3
Separation - RIF	1	0.7	138	100.0

	Pay Plan												
	GM	GS											
	Step	Step											
	0	0	1	2	3	4	5	6	7	8	9	10	ALL
	N	N	N	N	N	N	N	N	N	N	N	N	N
Grade													
7	.	.	.	1	.	.	.	.	.	.	.	.	1
9	.	.	1	.	1	.	.	.	.	.	.	.	2
11	.	1	2	2	2	4	8	4	3	3	1	4	34
12	.	6	6	20	19	129	134	115	89	43	27	46	634
13	44	4	21	38	90	112	189	152	173	147	81	173	1224
14	155	.	1	5	3	24	37	51	73	57	43	73	522
15	141	.	2	2	5	13	9	28	24	13	13	26	276
ALL	340	11	33	68	120	282	377	350	362	263	165	322	2693

Summary statistics of the Lab Demo Population as of December 1996

	Age (yrs)	Service Computation (yrs)	Months in Lab	Basic Pay	Locality Pay
	Avg	Avg	Avg	Avg	Avg
Grade					
7	43.0	7.0	5.0	25790.00	1240.00
9	34.0	3.0	17.0	32158.50	759.00
11	40.9	13.2	139.0	44007.56	1075.35
12	38.6	12.3	124.0	52671.06	1038.64
13	42.9	16.1	170.5	60423.42	3333.35
14	50.4	23.1	247.2	73361.39	4303.65
15	54.1	26.8	277.5	86787.69	5159.93
ALL	44.5	17.6	184.8	63567.08	3137.20

Appendix H

Training Questionnaire Response Statistics

FIELD

	Survey Response											
	Not at all		Small amt		Moderate amt		Large amt		Very Lrg amt		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%
Q1	8.0	2.3	97.0	27.6	150.0	42.6	84.0	23.9	13.0	3.7	352.0	100.0
Q2	12.0	3.4	49.0	13.9	129.0	36.5	132.0	37.4	31.0	8.8	353.0	100.0
Q3	12.0	3.4	78.0	22.2	148.0	42.0	96.0	27.3	18.0	5.1	352.0	100.0
Q4	11.0	3.2	76.0	22.0	146.0	42.3	93.5	27.1	18.5	5.4	345.0	100.0
Q5	25.0	7.3	54.0	15.8	87.0	25.4	113.0	33.0	63.0	18.4	342.0	100.0
Q6	21.0	6.1	60.0	17.4	96.0	27.9	119.0	34.6	48.0	14.0	344.0	100.0
Q7	20.0	6.0	55.0	16.5	127.0	38.0	99.0	29.6	33.0	9.9	334.0	100.0
Q8	3.0	2.4	19.0	15.0	57.0	44.9	40.0	31.5	8.0	6.3	127.0	100.0

HEADQUARTERS

	Survey Response											
	Not at all		Small amt		Moderate amt		Large amt		Very Lrg amt		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%
Q1	94.0	7.5	322.5	25.7	530.0	42.2	274.0	21.8	36.5	2.9	1257.0	100.0
Q2	71.0	5.7	246.0	19.6	478.0	38.1	392.5	31.3	68.5	5.5	1256.0	100.0
Q3	72.0	5.7	304.0	24.2	529.5	42.1	310.0	24.7	41.5	3.3	1257.0	100.0
Q4	63.0	5.0	286.0	22.7	547.5	43.5	313.5	24.9	48.0	3.8	1258.0	100.0
Q5	106.0	8.5	195.5	15.7	385.0	30.9	395.5	31.8	163.0	13.1	1245.0	100.0
Q6	84.0	6.8	234.5	18.9	444.5	35.7	361.5	29.1	119.5	9.6	1244.0	100.0
Q7	64.0	5.2	251.0	20.6	495.0	40.6	323.5	26.5	86.5	7.1	1220.0	100.0
Q8	21.0	4.9	83.0	19.5	167.0	39.3	126.0	29.6	28.0	6.6	425.0	100.0

ALL

	Survey Response											
	Not at all		Small amt		Moderate amt		Large amt		Very Lrg amt		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%
Q1	102.0	6.3	419.5	26.1	680.0	42.3	358.0	22.2	49.5	3.1	1609.0	100.0
Q2	83.0	5.2	295.0	18.3	607.0	37.7	524.5	32.6	99.5	6.2	1609.0	100.0
Q3	84.0	5.2	382.0	23.7	677.5	42.1	406.0	25.2	59.5	3.7	1609.0	100.0
Q4	74.0	4.6	362.0	22.6	693.5	43.3	407.0	25.4	66.5	4.1	1603.0	100.0
Q5	131.0	8.3	249.5	15.7	472.0	29.7	508.5	32.0	226.0	14.2	1587.0	100.0
Q6	105.0	6.6	294.5	18.5	540.5	34.0	480.5	30.3	167.5	10.5	1588.0	100.0
Q7	84.0	5.4	306.0	19.7	622.0	40.0	422.5	27.2	119.5	7.7	1554.0	100.0
Q8	24.0	4.3	102.0	18.5	224.0	40.6	166.0	30.1	36.0	6.5	552.0	100.0

FIELD

	Survey Response													
	Strong Disagree		Disagree		Slght Disagree		Slght Agree		Agree		Strong Agree		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Q9	7.0	2.0	19.0	5.4	36.0	10.3	107.0	30.5	158.0	45.0	24.0	6.8	351.0	100
Q10	37.0	10.5	87.0	24.8	59.0	16.8	99.0	28.2	51.0	14.5	18.0	5.1	351.0	100
Q11	29.0	8.3	135.0	38.7	117.0	33.5	50.0	14.3	10.0	2.9	8.0	2.3	349.0	100
Q12	6.0	1.7	29.0	8.3	39.5	11.3	140.5	40.0	120.0	34.2	16.0	4.6	351.0	100
Q13	21.5	6.2	28.5	8.2	57.5	16.5	109.5	31.5	93.0	26.7	38.0	10.9	348.0	100

HEADQUARTERS

	Survey Response													
	Strong Disagree		Disagree		Slght Disagree		Slght Agree		Agree		Strong Agree		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Q9	74.5	6.0	91.5	7.4	144.0	11.6	377.0	30.3	492.0	39.6	64.0	5.1	1243.0	100
Q10	193.5	15.5	348.5	27.9	205.0	16.4	267.0	21.4	173.0	13.9	60.0	4.8	1247.0	100
Q11	133.0	10.8	449.5	36.3	363.5	29.4	165.0	13.3	86.0	7.0	40.0	3.2	1237.0	100
Q12	80.0	6.4	129.0	10.3	177.5	14.2	471.5	37.8	365.0	29.2	25.0	2.0	1248.0	100
Q13	117.0	9.6	137.0	11.2	156.5	12.8	417.0	34.1	296.5	24.2	99.0	8.1	1223.0	100

ALL

	Survey Response													
	Strong Disagree		Disagree		Slght Disagree		Slght Agree		Agree		Strong Agree		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Q9	81.5	5.1	110.5	6.9	180.0	11.3	484.0	30.4	650.0	40.8	88.0	5.5	1594.0	100
Q10	230.5	14.4	435.5	27.3	264.0	16.5	366.0	22.9	224.0	14.0	78.0	4.9	1598.0	100
Q11	162.0	10.2	584.5	36.9	480.5	30.3	215.0	13.6	96.0	6.1	48.0	3.0	1586.0	100
Q12	86.0	5.4	158.0	9.9	217.0	13.6	612.0	38.3	485.0	30.3	41.0	2.6	1599.0	100
Q13	138.5	8.8	165.5	10.5	214.0	13.6	526.5	33.5	389.5	24.8	137.0	8.7	1571.0	100

FIELD

	Survey Response					
	Disagree		Agree		ALL	
	N	%	N	%	N	%
Q9	62.0	17.7	289.0	82.3	351.0	100
Q10	183.0	52.1	168.0	47.9	351.0	100
Q11	281.0	80.5	68.0	19.5	349.0	100
Q12	74.5	21.2	276.5	78.8	351.0	100
Q13	107.5	30.9	240.5	69.1	348.0	100

HEADQUARTERS

	Survey Response					
	Disagree		Agree		ALL	
	N	%	N	%	N	%
Q9	310.0	24.9	933.0	75.1	1243.0	100
Q10	747.0	59.9	500.0	40.1	1247.0	100
Q11	946.0	76.5	291.0	23.5	1237.0	100
Q12	386.5	31.0	861.5	69.0	1248.0	100
Q13	410.5	33.6	812.5	66.4	1223.0	100

ALL

	Survey Response					
	Disagree		Agree		ALL	
	N	%	N	%	N	%
Q9	372.0	23.3	1222.0	76.7	1594.0	100
Q10	930.0	58.2	668.0	41.8	1598.0	100
Q11	1227.0	77.4	359.0	22.6	1586.0	100
Q12	461.0	28.8	1138.0	71.2	1599.0	100
Q13	518.0	33.0	1053.0	67.0	1571.0	100

FIELD

	Survey Response											
	None		Small amt		Moder amt		Large amt		All		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%
Q14	91.0	25.7	94.0	26.6	83.0	23.4	42.0	11.9	44.0	12.4	354.0	100
Q15	37.0	10.5	75.0	21.2	89.0	25.1	89.0	25.1	64.0	18.1	354.0	100
Q16	144.0	40.9	88.0	25.0	76.0	21.6	29.0	8.2	15.0	4.3	352.0	100

HEADQUARTERS

	Survey Response											
	None		Small amt		Moder amt		Large amt		All		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%
Q14	255.0	20.5	361.0	29.0	323.0	25.9	176.5	14.2	130.5	10.5	1246.0	100
Q15	197.0	15.8	280.0	22.5	350.5	28.1	250.5	20.1	169.0	13.6	1247.0	100
Q16	402.5	32.5	351.5	28.4	296.0	23.9	125.0	10.1	64.0	5.2	1239.0	100

ALL

	Survey Response											
	None		Small amt		Moder amt		Large amt		All		ALL	
	N	%	N	%	N	%	N	%	N	%	N	%
Q14	346.0	21.6	455.0	28.4	406.0	25.4	218.5	13.7	174.5	10.9	1600.0	100
Q15	234.0	14.6	355.0	22.2	439.5	27.5	339.5	21.2	233.0	14.6	1601.0	100
Q16	546.5	34.3	439.5	27.6	372.0	23.4	154.0	9.7	79.0	5.0	1591.0	100

Correlation Analysis

16 'VAR' Variables: Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13
Q14 Q15 Q16

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
Q1	1609	2.896520	0.921523	4660.500000	1.000000	5.000000
Q2	1609	3.163145	0.967900	5089.500000	1.000000	5.000000
Q3	1609	2.984462	0.920034	4802.000000	1.000000	5.000000
Q4	1603	3.018715	0.910967	4839.000000	1.000000	5.000000
Q5	1587	3.282924	1.139254	5210.000000	1.000000	5.000000
Q6	1588	3.195844	1.066058	5075.000000	1.000000	5.000000
Q7	1554	3.120656	0.989197	4849.500000	1.000000	5.000000
Q8	552	3.159420	0.946836	1744.000000	1.000000	5.000000
Q9	1594	4.113237	1.211167	6556.500000	1.000000	6.000000
Q10	1598	3.094806	1.438879	4945.500000	1.000000	6.000000
Q11	1586	2.774590	1.173489	4400.500000	1.000000	6.000000
Q12	1599	3.859912	1.183988	6172.000000	1.000000	6.000000
Q13	1576	3.809962	1.380668	6004.500000	1.000000	6.000000
Q14	1600	2.637813	1.261684	4220.500000	1.000000	5.000000
Q15	1601	2.989069	1.265420	4785.500000	1.000000	5.000000
Q16	1591	2.232872	1.165265	3552.500000	1.000000	5.000000

Correlation Analysis

Pearson Correlation Coefficients / Prob > |R| under Ho: Rho=0 / Number of Observations

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Q1	1.00000	0.68604	0.65246	0.62842	0.55959	0.57238	0.41591	0.45457
	0.0	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
	1609	1604	1603	1597	1581	1582	1548	550
Q2	0.68604	1.00000	0.68291	0.67399	0.56685	0.57021	0.41990	0.48597
	0.0001	0.0	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
	1604	1609	1602	1596	1580	1581	1548	549
Q3	0.65246	0.68291	1.00000	0.76568	0.52153	0.53574	0.48070	0.57254
	0.0001	0.0001	0.0	0.0001	0.0001	0.0001	0.0001	0.0001
	1603	1602	1609	1597	1581	1582	1548	548
Q4	0.62842	0.67399	0.76568	1.00000	0.55105	0.56213	0.46943	0.57394
	0.0001	0.0001	0.0001	0.0	0.0001	0.0001	0.0001	0.0001
	1597	1596	1597	1603	1577	1578	1544	545
Q5	0.55959	0.56685	0.52153	0.55105	1.00000	0.80957	0.51970	0.39772
	0.0001	0.0001	0.0001	0.0001	0.0	0.0001	0.0001	0.0001
	1581	1580	1581	1577	1587	1575	1542	545
Q6	0.57238	0.57021	0.53574	0.56213	0.80957	1.00000	0.56884	0.42588
	0.0001	0.0001	0.0001	0.0001	0.0001	0.0	0.0001	0.0001
	1582	1581	1582	1578	1575	1588	1545	544
Q7	0.41591	0.41990	0.48070	0.46943	0.51970	0.56884	1.00000	0.49834
	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0	0.0001
	1548	1548	1548	1544	1542	1545	1554	533
Q8	0.45457	0.48597	0.57254	0.57394	0.39772	0.42588	0.49834	1.00000
	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0
	550	549	548	545	545	544	533	552
Q9	0.42358	0.47572	0.42914	0.40026	0.34271	0.33900	0.34161	0.39413
	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
	1587	1587	1586	1580	1565	1566	1532	547
Q10	0.05817	0.11914	0.02960	0.06511	0.10602	0.10166	0.01313	0.06877
	0.0204	0.0001	0.2382	0.0095	0.0001	0.0001	0.6069	0.1078
	1590	1590	1590	1584	1569	1570	1537	548
Q11	-0.01901	-0.04978	-0.06566	-0.05841	-0.07787	-0.08617	-0.07591	-0.01423
	0.4504	0.0480	0.0091	0.0206	0.0021	0.0007	0.0030	0.7401
	1579	1578	1578	1572	1558	1559	1527	546
Q12	0.43765	0.48809	0.47282	0.46238	0.36771	0.35739	0.33529	0.38690
	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
	1593	1592	1591	1585	1569	1571	1537	550
Q13	0.23201	0.29171	0.31277	0.28506	0.18576	0.19238	0.27141	0.33044
	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
	1568	1567	1567	1561	1545	1547	1513	540

Q14	-0.17167	-0.16021	-0.10122	-0.12456	-0.12810	-0.10344	-0.02465
0.04626							
	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.3344
0.2792							
	1591	1590	1590	1584	1569	1570	1536
549							
Q15	-0.11246	-0.09532	-0.06409	-0.05451	-0.14471	-0.12483	0.00404
0.06058							
	0.0001	0.0001	0.0106	0.0300	0.0001	0.0001	0.8742
0.1563							
	1592	1591	1591	1585	1570	1571	1537
549							
Q16	-0.07110	-0.05192	-0.05118	-0.04533	-0.04919	-0.02091	0.02463
0.06894							
	0.0047	0.0390	0.0419	0.0721	0.0521	0.4091	0.3360
0.1076							
	1582	1581	1581	1575	1560	1561	1528
546							

Correlation Analysis

Pearson Correlation Coefficients / Prob > |R| under Ho: Rho=0 / Number of Observations

	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16
Q1	0.42358	0.05817	-0.01901	0.43765	0.23201	-0.17167	-0.11246	-0.07110
	0.0001	0.0204	0.4504	0.0001	0.0001	0.0001	0.0001	0.0047
	1587	1590	1579	1593	1568	1591	1592	1582
Q2	0.47572	0.11914	-0.04978	0.48809	0.29171	-0.16021	-0.09532	-0.05192
	0.0001	0.0001	0.0480	0.0001	0.0001	0.0001	0.0001	0.0390
	1587	1590	1578	1592	1567	1590	1591	1581
Q3	0.42914	0.02960	-0.06566	0.47282	0.31277	-0.10122	-0.06409	-0.05118
	0.0001	0.2382	0.0091	0.0001	0.0001	0.0001	0.0106	0.0419
	1586	1590	1578	1591	1567	1590	1591	1581
Q4	0.40026	0.06511	-0.05841	0.46238	0.28506	-0.12456	-0.05451	-0.04533
	0.0001	0.0095	0.0206	0.0001	0.0001	0.0001	0.0300	0.0721
	1580	1584	1572	1585	1561	1584	1585	1575
Q5	0.34271	0.10602	-0.07787	0.36771	0.18576	-0.12810	-0.14471	-0.04919
	0.0001	0.0001	0.0021	0.0001	0.0001	0.0001	0.0001	0.0521
	1565	1569	1558	1569	1545	1569	1570	1560
Q6	0.33900	0.10166	-0.08617	0.35739	0.19238	-0.10344	-0.12483	-0.02091
	0.0001	0.0001	0.0007	0.0001	0.0001	0.0001	0.0001	0.4091
	1566	1570	1559	1571	1547	1570	1571	1561
Q7	0.34161	0.01313	-0.07591	0.33529	0.27141	-0.02465	0.00404	0.02463
	0.0001	0.6069	0.0030	0.0001	0.0001	0.3344	0.8742	0.3360
	1532	1537	1527	1537	1513	1536	1537	1528
Q8	0.39413	0.06877	-0.01423	0.38690	0.33044	0.04626	0.06058	0.06894
	0.0001	0.1078	0.7401	0.0001	0.0001	0.2792	0.1563	0.1076
	547	548	546	550	540	549	549	546
Q9	1.00000	0.16219	-0.10017	0.70132	0.47685	-0.08737	-0.03332	-0.03715
	0.0	0.0001	0.0001	0.0001	0.0001	0.0005	0.1856	0.1410
	1594	1587	1577	1587	1564	1579	1580	1571
Q10	0.16219	1.00000	0.01774	0.10132	0.08424	-0.03351	-0.04173	-0.00842
	0.0001	0.0	0.4809	0.0001	0.0008	0.1826	0.0968	0.7386
	1587	1598	1580	1590	1566	1583	1584	1575
Q11	-0.10017	0.01774	1.00000	-0.06748	-0.04031	-0.04377	-0.04416	-0.06695
	0.0001	0.4809	0.0	0.0073	0.1117	0.0825	0.0797	0.0080
	1577	1580	1586	1581	1558	1575	1576	1567
Q12	0.70132	0.10132	-0.06748	1.00000	0.60025	-0.11771	-0.06051	-0.02394
	0.0001	0.0001	0.0073	0.0	0.0001	0.0001	0.0159	0.3421
	1587	1590	1581	1599	1569	1587	1587	1577
Q13	0.47685	0.08424	-0.04031	0.60025	1.00000	-0.08136	-0.03206	-0.01531
	0.0001	0.0008	0.1117	0.0001	0.0	0.0013	0.2049	0.5463
	1564	1566	1558	1569	1576	1564	1565	1556

Q14	-0.08737	-0.03351	-0.04377	-0.11771	-0.08136	1.00000	0.45598
0.41611							
	0.0005	0.1826	0.0825	0.0001	0.0013	0.0	0.0001
0.0001							
	1579	1583	1575	1587	1564	1600	1598
1587							
Q15	-0.03332	-0.04173	-0.04416	-0.06051	-0.03206	0.45598	1.00000
0.35750							
	0.1856	0.0968	0.0797	0.0159	0.2049	0.0001	0.0
0.0001							
	1580	1584	1576	1587	1565	1598	1601
1589							
Q16	-0.03715	-0.00842	-0.06695	-0.02394	-0.01531	0.41611	0.35750
1.00000							
	0.1410	0.7386	0.0080	0.3421	0.5463	0.0001	0.0001
0.0							
	1571	1575	1567	1577	1556	1587	1589
1591							