

U.S. Merit Systems Protection Board  
Career Advancement Survey of Federal Employees

Q #	Question	Sub-elements	Scale
1	For the items listed below, please indicate the effect you think each has had on your career advancement in the Federal Government.		Helped a lot; Helped a little; No impact; Somewhat hindered; Largely hindered; Not applicable.
1a		Formal educational qualifications (e.g., a college degree).	
1b		Completion of specialized or technical training.	
1c		Completion of a leadership development program.	
1d		Developmental assignments to improve the breadth of my experience.	
1e		Taking a lateral transfer (at the same grade) within my agency.	
1f		Taking a lateral transfer (at the same grade) to another agency.	
1g		The amount of my past work experience.	
1h		The quality of my past performance.	
1i		Opportunity to act in a position prior to appointment.	
1j		Contacts who knew the selecting official and recommended me.	
1k		Having a senior person/mentor looking out for my interests.	
1l		Networking through a professional association or other formal network.	
1m		My availability to work extra hours.	
1n		My availability to travel.	
1o		My willingness to relocate.	
1p		My foreign accent.	
1q		My race/national origin/ethnicity.	
1r		My sex.	
1s		My family responsibilities.	
1t		My marital status.	
1u		My sexual orientation.	
1v		My political affiliation.	
1w		My religion.	
1x		My age.	
1y		My disability.	
1z		Other: _____	

U.S. Merit Systems Protection Board  
Career Advancement Survey of Federal Employees

2	From the list of factors shown in question 1, please mark the <b>one</b> factor that has had the greatest positive/negative impact on your advancement.		greatest positive; greatest negative
3	How many jobs within the Federal Government have you applied for within the past 5 years?		0; 1; 2; 3; 4; 5; 6-10; 11-15, more than 15, Not applicable-I've been with the Federal Government for less than 5 years.
4	How many of these jobs that you applied for in the past 5 years did you not receive?		0; 1; 2; 3; 4; 5; 6-10; 11-15, more than 15, Not applicable-I've been with the Federal Government for less than 5 years.
5	If you answered 1 or more to the previous question, how important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?		Major importance; Minor Importance; No impact; Don't know/Can't Judge
5a		Another candidate was equally or better qualified.	
5b		I did not have enough education.	
5c		I did not have enough experience related to the job.	
5d		Someone else had already been 'preselected.'	
5e		I did not have great references.	
5f		I was not a friend or relative of the selecting official.	
5g		The selecting official did not like me.	
5h		My sex.	
5i		My race/national origin.	
5j		My marital status.	
5k		My responsibility for my family was viewed as interfering with my ability to do the new job.	
5l		My sexual orientation.	
5m		My political affiliation.	
5n		My religion.	
5o		My age (too old).	
5p		My age (too young).	
5q		Other: _____	
5r		I don't know	
6	From the list of reasons shown in question 18, which do you believe was the one most important reason you did not get the job?		Most important:

U.S. Merit Systems Protection Board  
Career Advancement Survey of Federal Employees

7a	In the last 3 years (or since you began working as a Federal civilian employee, if that was less than 3 years ago), did you choose <b>not to apply</b> for any promotion or developmental opportunity (for example, assignment to a high visibility task force or group project) because you thought that someone of your race/national origin had no chance of being selected for the job or assignment?		Yes, No, Don't know/Can't judge, Not applicable-I've been with the Federal Government for less than 3 years.
7b	In the last 3 years (or since you began working as a Federal civilian employee, if that was less than 3 years ago), did you choose <b>not to apply</b> for any promotion or developmental opportunity (for example, assignment to a high visibility task force or group project) because you thought that someone of your sex had no chance of being selected for the job or assignment?		Yes, No, Don't know/Can't judge, Not applicable-I've been with the Federal Government for less than 3 years.
8	How many times have you been temporarily promoted or detailed to a higher graded job for at least 30 days in your Federal Civil Service career?		Never; 1; 2; 3; 4; 5 or more times.
9	How often in your Federal Civil Service career have you voluntarily made a lateral transfer to advance your career; that is, moved from one permanent job to another permanent job without getting a raise in pay?		Never; 1; 2; 3; 4; 5 or more times.
10	How often in your Federal Civil Service career have you voluntarily taken a downgrade to advance your career; that is, moved from one permanent job to another permanent job without getting a raise in pay?		Never; 1; 2; 3; 4; 5 or more times.
11	When your supervisor is away for a short period of time, is the responsibility to serve as the "acting supervisor" always assigned to employees at a higher grade than yourself, or to one particular position (for example, the assistant chief or deputy chief)?		Not applicable - no one acts for my supervisor when he or she is away ; Yes-go to Q13; No go to next Q.
12	How often are you asked to serve as the "acting supervisor" when your supervisor is away for a short period of time?		Not applicable; Never; Very rarely; Occasionally; Regularly; Almost Always.
	The following questions ask about your perceptions about work life in the Federal Government. Based on your experience in your current organization, please mark the extent to which you agree with each of the following statements.		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
13	My agency has been successful in recruiting a diverse workforce.		

U.S. Merit Systems Protection Board  
Career Advancement Survey of Federal Employees

14	People are promoted because of whom they know.		
15	People are promoted based on their competence.		
16	The viewpoint of a woman is often not heard at a meeting until it is repeated by a man.		
17	Women and men are respected equally.		
18	A woman must perform better than a man to be promoted.		
19	Minorities and nonminorities are respected equally.		
20	A minority must perform better than a nonminority person to be promoted.		
21	In selecting among well-qualified minorities and nonminorities, the selecting official should consider whether minorities are under-represented in the work unit as one of the important factors in making his or her decision.		
22	In selecting among well-qualified men and women, the selecting official should consider whether women are under-represented in the work unit as one of the important factors in making his or her decision.		
23	In my organization, members of some minority groups receive preferential treatment compared to members of other minority groups.		
24	In my organization, nonminorities receive preferential treatment compared to minorities.		
25	Minority women face extra obstacles in their careers because they are both minority and female.		
26	The opinions and insights of minority employees are often ignored or devalued.		
27	My organization is reluctant to promote women to supervisory or managerial positions.		
28	My organization is reluctant to promote minorities to supervisory or managerial positions.		
29	My organization only pays lip service to actively supporting the goal of equal employment opportunity for all employees.		
30	If a supervisor or manager in my organization were found to have discriminated based on prohibited factors (e.g., race/national origin or sex), management would take appropriate action against that person.		

U.S. Merit Systems Protection Board  
Career Advancement Survey of Federal Employees

31	If I filed an action charging discrimination, I am confident that it would be resolved in a fair and just manner by my organization.		
32	In your organization, to what extent do you believe that employees from the following groups are subjected to flagrant or obviously discriminatory practices which hinder their career advancement? (An example of flagrant or obvious discrimination might be a supervisor who based selection decisions on race rather than qualifications.)	African Americans, Asian Pacific Islander Americans, Hispanics, American Indians, women, people with disabilities, people over age 40.	To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
33	In your organization, to what extent do you believe that employees from the following groups experience disadvantages which may not reflect intentional discrimination, but nevertheless hinder their career advancement? (An example of a disadvantage might be a supervisor who shares information more freely with employees who are the same sex or race as the supervisor.)	African Americans, Asian Pacific Islander Americans, Hispanics, American Indians, women, people with disabilities, people over age 40.	To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
34	I have experienced flagrant discrimination that has hindered my career advancement. (An example of flagrant or obvious discrimination might be a supervisor who based selection decisions on race rather than qualifications.)		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
35	I have experienced disadvantages based on non-job related characteristics that have hindered my career advancement. (An example of a non-job related disadvantage might be a supervisor who shares information more freely with employees who are the same sex or race as the supervisor.)		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
36	What is your general impression of the amount of progress each of the following groups have made in moving into top-level positions in the Federal Government in the last 10 years? African Americans. Asian Pacific Americans. Hispanics. Native Americans. Minority men. Minority women. Nonminority men. Nonminority women. Individuals with disabilities.		Considerable progress; Some progress; Minimal progress; No progress; Negative progress (Things are worse now.); Don't know/Can't judge.
37	In your opinion, does discrimination against minorities in the Federal Government occur more or less often than it did 10 years ago?		Not applicable-I wasn't in the Federal Government 10 years ago; Not applicable-discrimination against minorities has not been a problem in the last 10 years; Discrimination occurs more often now; Discrimination occurs with about the same frequency; Discrimination occurs less often now; Don't know/Can't judge.

U.S. Merit Systems Protection Board  
Career Advancement Survey of Federal Employees

38	In your opinion, does discrimination against women in the Federal Government occur more or less often than it did 10 years ago?		Not applicable-I wasn't in the Federal Government 10 years ago; Not applicable-discrimination against women has not been a problem in the last 10 years; Discrimination occurs more often now; Discrimination occurs with about the same frequency; Discrimination occurs less often now; Don't know/Can't judge.
	To what extent do you agree or disagree with each of the following statements?		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
39	Some supervisors in my agency practice favoritism (giving advantages to friends or favorite employees).		
40	Some supervisors in my agency practice nepotism (giving advantages to relatives).		
41	Filing a grievance would harm my future career.		
42	Filing an equal employment opportunity (EEO) complaint would harm my future career.		
43	I have been disadvantaged by the emphasis on diversity.		
44	In my organization, it is a disadvantage to have family responsibilities when being considered for a job.		
45	A diverse workforce produces better services and products than a workforce that is not diverse.		
46	Agencies should ensure that their workforce is representative of the public that they serve.		
47	In each of these areas, to what extent are employees in your agency treated differently based on prohibited factors (e.g., sex, race, ) that are NOT related to job performance?		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
47a		recruitment	
47b		initial hiring	
47c		selection for assignments	
47d		advancement/promotion	
47e		telework/flexible work schedules	
47f		training/developmental opportunities	
47g		compensation/pay	
47h		performance management/appraisals	
47i		awards	
47j		discipline	
47k		retention efforts	

U.S. Merit Systems Protection Board  
Career Advancement Survey of Federal Employees

48	To what extent does your supervisor provide constructive feedback on your job performance?		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
48	Compared to what I deserved, the performance appraisal rating that I received during my last appraisal was:		Too high; About right; Too low.
50	Do you feel you are usually expected to do work that is above, at, or below your current pay level?		Above; At; Below.
51	Do you feel that you are paid more, about the same, or less compared to other employees in your agency who do similar work?		More; About the same; Less.
52	Did you relocate geographically to take your first job with the Federal civilian service?		Yes/No.
53	How many times have you voluntarily relocated (moved geographically) for the sake of your career since you have been employed as a civilian with the Federal Government?		0; 1; 2; 3; 4; 5 or more times.
	For the following statements, indicate the extent to which each applies to you.		
54	I am willing to relocate to advance my career.		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
55	I am willing to devote whatever time is necessary to my job in order to advance in my career.		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
56	I am willing to develop myself professionally (e.g., attend classes/training) on my own time.		To a great extent; To a moderate extent; To a minimal extent; To no extent; Don't know/Can't judge
57	How many days per month, on average, have you spent on Government travel in the past 2 years?		0 days; 1-5 days; 6-10 days; 11-15 days; 16-20 days; more than 20 days/month.
58	How many hours, on average, have you worked each week during the past 2 years?		Less than 20 hours; 21-40; 41-45; 46-50; 51-60; More than 60 hours/week.
59	How frequently do you telecommute from an office within your home or from a telecommuting center?		Never. Once a week. Once a pay period. Once a month. Twice a year.
60	Have you done any of the following to help balance work and life/family responsibilities?		
60a		Used flexible work schedules.	Yes/No.
60b		Used flexi-place (telework) options.	Yes/No.
60c		Took leave intermittently (as needed).	Yes/No.
60d		Took leave for more than 4 consecutive weeks.	Yes/No.

U.S. Merit Systems Protection Board  
Career Advancement Survey of Federal Employees

60e		Switched to a less than full-time schedule (<40 hours/week).	Yes/No.
60f		Quit Federal job, but returned after break in service.	Yes/No.
60g		Changed jobs within my agency.	Yes/No.
60h		Changed jobs-went to another agency.	Yes/No.
60i		My spouse adjusted his/her schedule.	Yes/No.
60j		Other:	Yes/No.
61	What impact did this have on your subsequent career?		Very positive, somewhat positive, no impact, somewhat negative, very negative.
62	If you were to be promoted, how many hours would you be willing to work in your new job?		40 hours or less, 41-45, 46-50, 51-55, 56-60, 60+
63	Has caring for children significantly impacted your availability for work? If so, for how many years?		Yes/No. Less than 1 year; 2-3; 4-5; 6-7, 8-9, 10-15, 15 or more.
64	Have you had children living with you at any time during your Federal career?		Yes/No. Less than 1 year; 2-3; 4-5; 6-7, 8-9, 10-15, 15 or more.
65	If yes, what was the greatest number of children you had living with you during your Federal career?		1, 2, 3, 4, 5 or more
66	Has caring for sick or elderly family members (excluding children) significantly impacted your availability for work? If so, for how many years?		Yes/No. Less than 1 year; 2-3; 4-5; 6-7, 8-9, 10-15, 15 or more.
67	If you have/had dependents requiring care, would you say that you have/had <b>primary</b> responsibility for their care on a day-to-day basis?		I have/had no dependents to care for; I have/had primary responsibility; Responsibility was/is split 50/50 between another adult and myself; No-my spouse or another adult had/had the primary responsibility.
68	Are you Hispanic/Latino?		Yes/No
69	What race or ethnic category do you consider yourself to be?		American Indian or Alaska Native; Asian; Black or African American; Native Hawaiian or Other Pacific Islander; White.
70	What is your sex?		Male; Female.
71	Is your immediate supervisor the same sex as you?		Yes, No
72	In your immediate work group, what percent of your colleagues are the same sex as you?		0-10; 11-20; 21-30; 31-40; 41-50; 51-60; 61-70; 71-80; 81-90; 91-100.
73	Does your immediate supervisor belong to the same race/national origin group as you?		Yes, No, Don't know/Can't judge.
74	In your immediate work group, what percent of your colleagues are the same race/ethnic origin as you?		0-10; 11-20; 21-30; 31-40; 41-50; 51-60; 61-70; 71-80; 81-90; 91-100.



U.S. Merit Systems Protection Board  
 Career Advancement Survey of Federal Employees

75	What was the highest level of education that you had completed (a) at the time you got your first full-time, permanent, civilian job with the Government, and (b) that you have completed now?		High school, GED, or equivalent; Associate's degree, Bachelor's degree; Master's degree; Doctorate or equivalent; None of the above.
	How many years of employment experience do you have in your current profession with the Federal Government?		Less than 2, 3-5; 6-10, 11-15, 16-20, more than 20.
76	How many years of employment experience do you have in your current profession outside of the Federal Government?		Less than 2, 3-5; 6-10, 11-15, 16-20, more than 20.
77	What does the Federal Government need to do to better recruit and hire a diverse workforce? (open-ended)		
78	What does the Federal Government need to do to better retain a diverse workforce? (open-ended)		
79	Please provide any additional comments that you have on the topics of employment with the Federal Government and fair treatment or workforce diversity.		