

**Attachment A: Email Invitation**

**Attachment A: Email Invitation**

Reply To: XXXX@XXXX.XXX  
Sender: XXXX@XXXX.XXX  
Subject: Hiring Survey

Dear [PREFIX] [LASTNAME],

I am writing to ask you to participate in an important study being conducted by our organization on behalf of the Corporation for National and Community Service [HYPERLINK TO <http://www.nationalservice.gov/>] (CNCS), a federal agency that engages more than 5 million Americans in service through its core programs—Senior Corps, AmeriCorps, and the Social Innovation Fund—and leads the President’s national call to service initiative, United We Serve. Your establishment has been randomly selected for this study. The purpose of the survey is to identify the kinds of job applicant characteristics employers value when hiring. The results of this research will provide critical information on employer perspectives on the employability of people who have participated in service programs.

Participation is voluntary, and we are required to protect the privacy of all information collected, including the identity of respondents. There are many procedures in place to reduce the minimal potential risk in loss of privacy in this study.

The survey will take about 15 minutes to complete over the web.

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

Upon completion we will provide you with a \$«Incentive» electronic Visa card to thank you for your assistance.

To take the survey, please click [HERE](#). [HYPERLINK TO UNIQUE URL]

Another way you can take the survey is by going to our website:

[www.XXXX.com/HiringSurvey](http://www.XXXX.com/HiringSurvey)

and logging in with your User ID: [KEY]

Please feel free to contact us to assist you in either accessing or completing the web survey. Call toll free 1-XXX-XXX-XXXX and give the operator your User ID (KEY). The toll free number will be open 9am-5pm (Eastern Time) Monday through Friday. For more information about this survey please visit <http://www.nationalservice.gov/impact-our-nation/research-and-reports/ameri-corps-hiring-survey>.

Surveys require clearance from the Office of Management and Budget (OMB) in accordance with the Paperwork Reduction Act of 1995. The OMB approval number is XXXX-XXXX and the expiration date is MONTH DAY, 201X. Without OMB approval, CNCS could not conduct this survey.

Thank you in advance for participating in this study!

**Attachment A: Email Invitation**

Sincerely,

XXXXX  
Study Director  
[Contractor Name]

## **Attachment B: Email Reminders**

**Attachment B: First Email Reminder**

Reply To: [XXXX@XXXX](mailto:XXXX@XXXX)  
Sender: [XXXX@XXXX](mailto:XXXX@XXXX)  
Subject: Please complete the Hiring Survey

Dear [PREFIX] [LASTNAME],

I am writing to ask for your participation in a web survey being conducted by XXXX for the Corporation for National and Community Service, the federal agency responsible for service programs such as AmeriCorps, Senior Corps, the Social Innovation Fund, and others. The survey will ask questions about the kinds of job applicant characteristics employers value when hiring. We recently sent you a letter about the survey and according to our records, we have not yet received your completed survey.

To take the survey, please click [HERE](#). [HYPERLINK TO UNIQUE URL]

Another way you can take the survey is by going to our website:

[www.XXXX.com/HiringSurvey](http://www.XXXX.com/HiringSurvey)

and logging in with your User ID: [KEY]

I would be very grateful if you would please complete the survey right away. It should take about 15 minutes to complete.

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

As a thank you, we will provide a **\$20 electronic Visa card** when you complete the survey.

For any help, please email us at [HiringSurvey@XXXX](mailto:HiringSurvey@XXXX) or call toll free 1-XXX-XXX-XXXX and give the number XXXX and your User ID (KEY). Help is available 9am to 5pm (Eastern) Monday to Friday and we are happy to help you. For more information about this survey please visit <http://www.nationalservice.gov/impact-our-nation/research-and-reports/ameri-corps-hiring-survey>.

Thanks again for participating in this study!

Sincerely,

XXXXXX  
Study Director  
[Contractor Name]

**Attachment B: Second Email Reminder**

Reply To: XXXX@XXX.XXX  
Sender: XXXX@XXX.XXX  
Subject: Please complete the Hiring Survey

Dear [PREFIX] [LASTNAME],

I am writing to ask for your participation in a web survey we are conducting on behalf of the Corporation for National and Community Service, a U.S. government agency. The survey will ask questions about the kinds of job applicant characteristics employers value when hiring. We recently sent you a letter about the survey and according to our records, we have not yet received your completed survey.

To take the survey, please click HERE. [HYPERLINK TO UNIQUE URL]

Another way you can take the survey is by going to our website:  
[www.XXXX.com/HiringSurvey](http://www.XXXX.com/HiringSurvey)

and logging in with your User ID: [KEY]

I would be very grateful if you would please complete the survey right away.

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

As a thank you, we will provide a **\$20 electronic Visa card** when you complete the survey.

For any help, please us at [HiringSurvey@XXX.com](mailto:HiringSurvey@XXX.com) or call us toll free 1-XXX-XXX-XXXX and give your User ID (KEY). Help is available 9am to 5pm (Eastern) Monday to Friday and we are happy to help you. For more information about this survey please visit <http://www.nationalservice.gov/impact-our-nation/research-and-reports/amicorps-hiring-survey>.

Thanks again for participating in this study!

Sincerely,

XXXXX  
Study Director  
[Contractor Name]

**Attachment B: Third Email Reminder**

Reply To: [XXXX@XXX.XXX](mailto:XXXX@XXX.XXX)  
Sender: [XXXX@XXX.XXX](mailto:XXXX@XXX.XXX)  
Subject: IT'S NOT TOO LATE - Please complete the Hiring Survey

Dear [PREFIX] [LASTNAME],

I am writing once more to ask for your participation in a web survey we are conducting on behalf of the Corporation for National and Community Service, a U.S. government agency. The survey will ask questions about the kinds of job applicant characteristics employers value when hiring. Your establishment has been randomly selected for this study. The results of this research will provide critical information about what characteristics of job applicants are valued by employers. According to my records, I have not yet received your completed survey.

Even if you believe that this research does not apply to your [IF GOVERNMENT STRATUM: agency or] organization, we'd still like to hear from you! The survey should only take about 15 minutes to complete. It's not too late to participate in this very important study.

To take the survey, please click [HERE](#). [HYPERLINK TO UNIQUE URL]

Another way you can take the survey is by going to our website:

[www.XXXX.com/HiringSurvey](http://www.XXXX.com/HiringSurvey)

and logging in with your User ID: [KEY]

I would be very grateful if you would please complete the survey right away. ‘

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

As a thank you, we will provide a **\$20 electronic Visa card** when you complete the survey.

For any help, please email us at [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com) or call them toll free 1-XXX-XXX-XXXX and give your User ID (KEY). They are available 9am to 5pm (Eastern) Monday to Friday and are happy to help you. For more information about this survey please visit <http://www.nationalservice.gov/impact-our-nation/research-and-reports/americorps-hiring-survey>.

Thank you for your consideration.

Sincerely,

XXXXXX  
Study Director  
[Contractor Name]

**Attachment B: Fourth Reminder Email**

Reply To: [XXXX@XXXX.XXX](mailto:XXXX@XXXX.XXX)  
Sender: [XXXX@XXXX.XXX](mailto:XXXX@XXXX.XXX)  
Subject: LAST CHANCE to complete Hiring Survey

Dear [PREFIX] [LASTNAME],

I am writing one last time to ask you to complete the AmeriCorps Hiring Survey for the Corporation for National and Community Service, a U.S. government agency. The web survey closes on **[DATE]**. As a reminder this is a survey about the kinds of characteristics that employers value in job applicants. There are two sections. The first will ask you to rank hypothetical job candidates. The second will ask you follow-up questions to provide basic information about you and your organization. The survey should only take about 15 minutes to complete.

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

**As a thank you, we will provide a \$20 electronic Visa card when you complete the survey.**

Please take a moment now to contribute to this important research study:  
[INSERT UNIQUE URL TO ACCESS SURVEY]

You may also access the survey by going to [XXXX.com/HiringSurvey](http://XXXX.com/HiringSurvey) <hyperlink> and entering your User ID: <KEY>.

Please complete the survey before 12:01am (Pacific) on [DATE].

If you need help or have any questions, please email us at [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com) or call toll free at 1-888-772-4269 and give your unique User ID (KEY). We are available 9am to 5pm (Eastern) Monday to Friday and are happy to help you. For more information about this survey please visit <http://www.nationalservice.gov/impact-our-nation/research-and-reports/ameriacorps-hiring-survey>.

Thank you for participating in this study.

Sincerely,

XXXXXX  
Study Director  
[Contractor Name]



## **Attachment C: Statement of Privacy**

**Attachment C: Invitation Letter**

*The following statement will be included in the introductory text prior to beginning the web survey.*

XXXX is conducting this study to find out about your hiring preferences for candidates with different experiences and skills. This information will be used to develop national estimates regarding the effect of participation gaining certain skills and experiences on employability. Your participation in this study will help the Corporation for National and Community Service calculate these estimates. The data will be used for research purposes only. Your responses to this survey will remain private to the extent permitted by law. There are many procedures in place to reduce the potential minimal risk of loss of privacy. The interview should take about 15 minutes, depending on your answers.

## **Attachment D: Screener/Verification Script**

Attachment D: Screener/Verification Call

5984v - AMERICORPS COMPETITIVE ADVANTAGE SURVEY  
SCREENING (VERIFICATION) SURVEY

V1. Hello, my name is [INTERVIEWER], and I'm calling from XXXX, a public policy research firm, on behalf of the Corporation for National and Community Service, a U.S. government agency. We are conducting an important nationwide study regarding employers' hiring decisions. [IF NECESSARY: Just to confirm,] Have I reached [EMPLOYER NAME]?

- 1 YES (PRIMARY NAME MATCH) [GO TO V4]
- 2 YES (NAME CHANGED) [CONTINUE]
- 3 NO, ANOTHER BUSINESS [CONTINUE]
- 4 NO, IT CLOSED/WENT OUT OF BUSINESS [END - SCREENOUT V1]
- 5 RESIDENCE ONLY (NOT A BUSINESS) [END AND DISPO AS WRONG #]
- 6 VOICEMAIL AT CORRECT BUSINESS [SKIP TO VOICEMAIL]
- 7 VOICEMAIL UNKNOWN [SKIP TO VOICEMAIL]
- 8 UNABLE TO REACH LIVE PERSON OR VOICEMAIL [SCHEDULE

CALLBACK]

QUALIFIED LEVEL 1

V2. Is where I'm calling the same as [EMPLOYER NAME]?  
[PROBE: Do you consider it the same business?]  
[IF DON'T KNOW FIRST ASK: Is there someone else there who would know?]

- 1 YES [CONTINUE]
- 2 NO [END AND DISPO AS WRONG #]
- 9 DK/REF (VOL) [END AND DISPO AS "NEEDS  
LOOKUP"]

QUALIFIED LEVEL 2

UP1. 1 CONTINUE  
2 Update Business Name  
3 Update Phone  
4 Update Business Name and Phone

[CONTINUE]

**Attachment D: Screener/Verification Call**

V4. Is this business considered to be a government organization at the federal, state, or local level, a private, for-profit company, or a non-profit organization? [IF DON'T KNOW FIRST ASK: Is there someone else there who would know?]

- 1 YES, GOVERNMENT ORGANIZATION
- 2 YES, PRIVATE, FOR-PROFIT COMPANY
- 3 YES, NON-PROFIT ORGANIZATION
- 4 NO, OTHER (SPECIFY)
- 9 DK/REF (VOL)

V7. We would like to invite your company to participate in a web survey regarding employers' hiring decisions. Could I please have the contact information of the person at this location who is involved in the hiring process at [BUSINESS NAME]? (Reread as necessary.)

[IF DON'T KNOW FIRST ASK: Is there someone else there who would know?]  
[VERIFY SPELLING/ACCURACY OF ALL ENTRIES]

[ENTER:]

TITLE  
FIRSTNAME LASTNAME  
EMAIL ADDRESS

[EMAIL ADDRESS MUST HAVE AN "AT SIGN" @ AND MUST NOT CONTAIN BLANK SPACES. NOTE: @ IS THE "SHIFT" KEY AND THE NUMBER "2." PLEASE USE THE FOLLOWING FORMAT: user@somewhere.com]

COMPANY NAME  
ADDRESS  
CITY, STATE ZIP  
DIRECT PHONE NUMBER, EXTENSION

- 8 WE DON'T HIRE ANYONE LIKE THIS/ NO POSITION LIKE THIS (VOL) [END – DISPO AS SCREENOUT – NO POSITION]
- 9 DK (VOL) [END AND DISPO AS "NO CONTACT GIVEN"]

QUALIFIED LEVEL 3

V7A. Let me see if I got that right. You told me the email address is [FILL EMAIL FROM V7]. Is that right?

- 1 CORRECT
  - 2 ENTER CORRECTION
- [PROGRAMMER: PROGRAM TO AUTO-SEND EMAIL]

V7B. Thank you. The contact you provided will receive an email from us shortly containing

**Attachment D: Screener/Verification Call**

more information on the study and a link to the web survey.

1 [CONTINUE]

V8. To verify that I have spoken to someone at this company, may I please get your name?

[ENTER:]

NAME [ASK FOR SPELLING IF UNSURE]

9 REF (VOL)

QUALIFIED LEVEL 4

END. Thank you. Those are all the questions I have at this time.

[DISPO AS COMPLETE]

VOICEMAIL. Hello, my name is [INTERVIEWER], and I'm calling from XXXX, a public policy research firm, on behalf of the Corporation for National and Community Service, a U.S. government agency. We are preparing for an important nationwide study regarding employers' hiring decisions and would like to send some information regarding this study to your company. We will call back within the next day or two. Thank you. [THEN SCHEDULE CALLBACK FOR ALL VOICEMAILS]

**Attachment E: Invitation Letter for Sample with No Email Address**

**Attachment E: Invitation Letter**

PRINTED ON CONTRACTOR'S LETTERHEAD

«BUSINESS\_NAME»  
«FNAME» «LNAME»  
«Title»  
«Primary\_Address\_1»  
«Primary\_City», «Primary\_State» «Primary\_Zip»

[DATE]

Dear «PREFIX» «LNAME»,

I am writing to encourage your participation in an important study we are conducting on behalf of the Corporation for National and Community Service (CNCS), a federal agency that engages more than 5 million Americans in service through its core programs—Senior Corps, AmeriCorps, and the Social Innovation Fund—and leads the President's national call to service initiative, United We Serve. Your establishment has been randomly selected for this study. The purpose of the survey is to identify what kinds of job applicant characteristics employers value when hiring. The results of this research will provide critical information on employer perspectives on the employability of people who have participated in service programs.

You will receive an email at «EMAILADDR» containing a link to the survey. Participation is voluntary, and we are required to protect the privacy of all information collected, including the identity of respondents. There are many procedures in place to reduce the minimal potential risk in loss of privacy in this study.

The survey will take about 15 minutes to complete over the web.

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

Upon completion we will provide you with a \$«Incentive» electronic Visa card to thank you for your assistance.

To access the online survey, please go to this link: <XXXX.com/HiringSurvey>. This will bring you to an introductory page where you can enter your User ID «Key» and begin the survey. This ensures that you have exclusive access to your survey. Please feel free to contact us to assist you in either accessing or completing the web survey. Call toll free 1-XXX-XXX-XXXX and give the operator your User ID «Key». The toll free number will be open 9am-5pm (Eastern Time) Monday through Friday.

Thank you in advance for your participation.

Sincerely,

XXXXX  
Study Director  
[Contractor Name]



**Attachment F: Reminder Letter**

**Attachment F: Reminder Letter**

PRINTED ON CONTRACTOR'S LETTERHEAD

«BUSINESS\_NAME»  
«FNAME» «LNAME»  
«Title»  
«Primary\_Address\_1»  
«Primary\_City», «Primary\_State» «Primary\_Zip»

[DATE]

Dear «PREFIX» «LNAME»,

I am writing to ask for your participation in a web survey we are conducting on behalf of the Corporation for National and Community Service, the federal agency responsible for service programs such as AmeriCorps, Senior Corps, the Social Innovation Fund, and others. The survey will ask questions about the kinds of job applicant characteristics employers value when hiring. We recently sent you a letter about the survey and according to our records, we have not yet received your completed survey.

To take the survey, please go to:

[www.XXXX.com/HiringSurvey](http://www.XXXX.com/HiringSurvey)

and log into the survey with your User ID: [KEY]

I would be very grateful if you would please complete the survey right away. It should take about 15 minutes to complete.

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

As a thank you, we will provide a **\$20 electronic Visa card** when you complete the survey.

For any help, please email us at [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com) or call toll free 1-888-772-4269 and give your User ID (KEY). We are available 9am to 5pm (Eastern) Monday to Friday and are happy to help you. For more information about this survey please visit <http://www.nationalservice.gov/impact-our-nation/research-and-reports/ameri-corps-hiring-survey>.

Thanks again for participating in this study!

Sincerely,

XXXXXX  
Study Director  
[Contractor Name]

## Attachment G: Reminder Call

**5984r – CATI script – Phone Web Reminders**  
**AMERICORPS COMPETITIVE ADVANTAGE SURVEY**

### **INTERVIEWER: IF VOICEMAIL ON FIRST ATTEMPT LEAVE MESSAGE:**

Hello, I am calling from XXXX on behalf of the Corporation for National and Community Service for [NAME]. This is a follow-up to an email you should have received recently inviting you to participate in a web survey regarding employers' hiring decisions.

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

We will provide you with a \$[INSERT] electronic Visa card as a thank you for completing the survey.

If you have received our email invitation we would like to encourage you to complete the survey at your earliest convenience. Participation is voluntary and non-participation will have no impact on you or your organization.

If you have not received an email invitation or would like it resent we will email you the link. Please call the the study team toll free at 1-XXX-XXX-XXXX or by email at [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com) (INTERVIEWER SPELL OUT EMAIL ADDRESS AFTER READING IT). Thank you for your time!

**INTERVIEWER:** After reading reminder enter punch 17 in the stop menu "VOICEMAIL MESSAGE LEFT." SCHEDULE CALLBACK.

**SAMPLING:** Program Voicemail on 1<sup>st</sup> attempt. Terminate sample on 4<sup>th</sup> attempt.

### **CATI INTRODUCTION**

[SHOW AT TIPRESP]

Hello, I am calling from XXXX on behalf of the Corporation for National and Community Service, a U.S. government agency. May I please speak to [FNAME] [LNAME]?

(IF NECESSARY: This is a follow-up to an email or letter [FNAME] [LNAME] should have received recently inviting you to participate in a web survey regarding employers' hiring decisions.)

### **INTR\_1.**

(INTERVIEWER: IF NECESSARY) Is [FNAME] [LNAME] available?

## **Appendix G: Reminder Call**

1. Respondent is available – (GO TO INTR\_1a)
2. Not available right now (GO TO INTR\_1b)
3. WRONG NUMBER
4. Soft Refusal
5. Hard Refusal

### **INTR\_1a.**

Our records indicate that you are someone who is involved in the hiring process at **[BUSINESS NAME]**. Is this correct?

(INTERVIEWER, IF NECESSARY: This is a follow-up to an email or letter you should have received recently inviting you to participate in a web survey regarding employers' hiring decisions for the Corporation for National and Community Service.)

1. Yes, I am the right person (SKIP TO INFO)
2. No, there is a different person you should talk to (SKIP TO NEWR)
3. Soft Refusal
4. Hard Refusal

### **INTR\_1b.**

Before I hang up, can you please confirm that **[FNAME] [LNAME]** is someone who is involved in the hiring process at **[BUSINESS NAME]**?

(INTERVIEWER, IF NECESSARY: This is a follow-up to an email or letter **[FNAME] [LNAME]** should have received recently inviting them to participate in a web survey regarding employers' hiring decisions for the Corporation for National and Community Service.)

1. Yes, **[FNAME] [LNAME]** is the right person (SKIP TO SAMER)
2. No, there is a different person you should talk to (SKIP TO NEWR)
3. Soft Refusal
4. Hard Refusal

### **SAMER.**

Is this the correct number to reach him/her?

1. Yes (CATI: Dispo as callback INTERVIEWER SAY: Thank you for confirming this, we will try back later)
2. No (GO TO UPPH)
3. Soft Refusal
4. Hard Refusal

### **NEWR.**

What is the name of the person who is involved in the hiring process at **[BUSINESS NAME]**?

## Appendix G: Reminder Call

1. Name given (CATI: Record name) (GO TO UPPH)
2. DK/REF (CATI: Dispo as Soft Refusal) –GOTO END1

**UPPH.** What is the phone number where he/she can be reached?

[RECORD PHONE]  
[GO TO UPP1]

**UPP1.** Is that a landline or cell phone number?

1. Landline
2. Cell phone

**END1.**

Thank you very much for your time and assistance. Have a nice day.

**[ALL]**

**INFO.**

I'm calling in regards to an email or letter you should have received inviting you to participate in a web survey regarding employers' hiring decisions for the Corporation for National and Community Service, the agency that manages federally-funded service programs like AmeriCorps, Senior Corps, and others. Your establishment has been randomly selected for this study and you have been identified through a verification call as someone who makes hiring decisions at your organization. The survey asks about the kinds of job applicant characteristics employers value when hiring. The results will be combined to give the employer perspective on the employability of people who have participated in service programs. Respondents will be provided a \$[INSERT] electronic Visa card as a thank you for completing the survey.

We recently sent you emails or a letter that included a link to the online survey. Did you receive these emails or the letter?

- 1 YES
- 2 NO (GO TO WEB2)
- 3 (VOL) ALREADY COMPLETED ON WEB [THANK AND END][DISPO AS COMPLETED PHONE REMINDER]

**QUALIFIED LEVEL 1: INFO = 3**

IF WEBSTATUS=PARTIAL:

**MODE\_PARTIAL.**

Your participation is very important to this study. It appears you have started, but did not yet complete the web survey. We would greatly appreciate if you would complete the survey by at your earliest convenience.

## Appendix G: Reminder Call

- 1 CONTINUE [SKIP TO WEB1]
- 2 (VOL) TECHNICAL PROBLEMS REORTED TO INTERVIEWER [SKIP TO TECHPROB]
- 9 (VOL) Refuses to participate in web survey (Dispo as Refused Web Survey)

IF WEBSTATUS=NOTSTARTED:

### **MODE\_NOT STARTED.**

Your participation is very important to this study. We would greatly appreciate if you would complete the survey at your earliest convenience.

- 1 CONTINUE [SKIP TO WEB 1]
- 2 (VOL) TECHNICAL PROBLEMS REORTED TO INTERVIEWER [SKIP TO TECHPROB]
- 9 (VOL) Refuses to participate in web survey (Dispo as Refused Web Survey)

### **WEB1.**

Would you like me to e-mail you the web link and your User ID or give it to you now over the phone?

- 1 E-mail [GO TO WEB2]
- 2 Phone [SKIP TO WEB3]
- 3 No, have all the information [THANK AND END. CATI: Dispo as Completed Phone Reminder.]

**WEB2.** OK, the email will be sent to you in just a few moments. What is your email address?

[INTERVIEWER: The email address must have an "AT SIGN" @, and MUST NOT contain BLANK SPACES. NOTE: @ is the SHIFT key and the NUMBER 2. Please use the following format: [user@somewhere.com](mailto:user@somewhere.com)]

**CHECKEMAIL.** Let me see if I got that right. You told me that your email address is [FILL]. Is that right?

- 1 Correct
  - 2 Enter Correction
- [PROGRAMMER AUTO-SEND E-MAIL]  
[GO TO END2]

**QUALIFIED LEVEL 2: WEB2 = 1**

### **END2.**

You will receive an e-mail from us shortly with the link to the survey. The sender of the email will be [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com) and the subject line will read "Please complete the AmeriCorps Hiring Survey." Thank you in advance for completing the survey; your

**Appendix G: Reminder Call**

response is very important to our study.

(THANK AND END) [CATI: Dispo as Completed Phone Reminder]

**WEB3.** Please go to <XXXX.com/HiringSurvey> and enter your User ID to begin. Your User ID is: [DISPLAY QKEY].

INTERVIEWER: ANSWER ANY QUESTIONS. IF RESPONDENT IS HAVING TECHNICAL DIFFICULTIES YOU CAN'T RESOLVE, FILL OUT A STUDY ACTION FORM AND TELL THEM WE WILL CALL THEM BACK TO TROUBLESHOOT.

(THANK AND END) [CATI: Dispo as Completed Phone Reminder]

[IF MODE\_PARTIAL=2 or MODE\_NOTSTARTED=2]:

**TECHPROBLEM.** I'm sorry to hear about the difficulties you are having with our web survey. I will request that someone else from our team call you back to help.

(INTERVIEWER: FILL OUT A STUDY ACTION FORM AND TELL THEM WE WILL CALL THEM BACK TO TROUBLESHOOT MORE.)

(THANK AND END) [CATI: Dispo as Completed Phone Reminder]

**QUALIFIED LEVEL 3: TECHPROBLEM = 1**

## **Attachment H: Survey Instrument**



## Appendix H: Web Survey Instrument

### Hiring Practices Survey

[SURVEY LANDING SCREEN]

Thank you for participating in the Hiring Practices Survey.

To begin the survey, please enter your ID number in the box below. The ID number can be found on the email you received from [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com). If you have deleted the email or have other difficulties accessing the survey, please email XXXX at [HiringSurvey@XXX.com](mailto:HiringSurvey@XXX.com) or call toll-free at 1-XXX-XXX-XXXX.

Please enter the ID number

[WEB SURVEY INTRO SCREEN]

Thank you for your participation in this study. The purpose of this study is to identify what kinds of job applicant characteristics employers value when hiring. We are going to ask you to evaluate a series of fictional job candidate profiles and rank which candidates you would most likely hire for a hypothetical entry-level, general office position in your organization.

The survey contains two sections. The first will ask you to rank profiles of hypothetical job candidates. The second will ask you follow-up questions to provide basic information about you and your organization. We anticipate the questionnaire taking about 15 minutes to complete.

[NOTE: FOR RANDOMLY SELECT 50% OF SAMPLE:]

As a thank you for completing the survey, at the end of this survey we will give you an electronic Visa card in the amount of [INSERT]. You will be provided a 16-digit number, expiration date, and a 3-digit security code that can be used just like a Visa credit card for online, mail, or telephone order purchases.

[CONTINUE]

## Appendix H: Web Survey Instrument

### Instructions

You will now review [INSERT] sets of profiles of hypothetical candidates competing for a fictional entry-level, full-time position in your organization. This position is a general office position that does not require highly specialized experience or technical skills, but **does** require a Bachelor's degree.

You will review 3 candidates at a time. All candidates have:

- Completed any screening processes, interviews, or other procedures normally used when hiring an employee at your organization;
- Same salary requirements;
- Completed a Bachelor's degree within the last two years;
- One year of work experience. The candidate is currently employed in the position for which work experience is presented.

Any additional experiences *not* shown in the candidate profiles are comparable to one another and are satisfactory to meet your organization's requirements.

Each candidate's profile will consist of seven characteristics. All characteristics are related to the candidate's current job. These characteristics are:

1. **Current employment:** The candidate's current job is with:
  - *Private sector:* the candidate works in a for-profit company, in a full time, permanent, entry-level position. If we indicate that the candidate has worked in a related industry, this company may be one doing work similar to your organization's work. For example, if you work in marketing, the company could be a marketing firm. If we indicate that the candidate has worked in an *unrelated* industry, this company may be one doing work very different from your organization. For example, if you work in marketing, the company could be an IT firm.
  - *Public sector:* the candidate works as a civilian for either a government agency or a nonprofit organization, in a full time, permanent, entry-level position. If we indicate that the candidate has worked in a related industry, this organization may be one doing work similar to your organization's work. For example, if you work in marketing, the candidate could work in the communications office in a local health department. If we indicate that the candidate has worked in an *unrelated* industry, this organization may be one doing very different from your organization. For example, if you work in marketing, the candidate could work in a high school.
  - *AmeriCorps:* the candidate serves in AmeriCorps, working in a full-time position at a nonprofit, school, or other community organization. The candidate is paid a modest living allowance and receives an education grant. While serving, AmeriCorps members may do a variety of tasks, for example: developing communication materials, training and managing volunteers, doing outdoor trail maintenance, teaching or tutoring students,

## Appendix H: Web Survey Instrument

or providing disaster preparedness training and recovery. We will indicate whether the candidate's tasks were related or unrelated to the work your organization does.

2. **Related industry:** The candidate's current job is or is not in an industry related to your organization's industry. For example, if your organization is in marketing, a related industry may be public relations. An unrelated industry may be information technology (IT). Candidates may present experience in a job *Related* or *Not Related* to your organization's industry.
3. **Related skills:** At their current job, the candidate developed or did not develop skills related to those often used by your organization. For example, if your organization often needs employees with customer service skills, the candidate's last job may have involved interacting with clients at a homeless shelter. Candidates may present job experience in which they *Developed Related Skills* or *Did Not Develop Related Skills*.
4. **Leadership:** At their current job, the candidate gained or did not gain experience leading a team and guiding others toward completion of a goal. Candidates may present job experience in which they *Gained Leadership Experience* or *Did not Gain Leadership Experience*.
5. **Cross cultural competency:** At their current job, the candidate demonstrated or did not demonstrate the ability to communicate and work effectively with individuals from diverse backgrounds or viewpoints. Candidates may present job experience in which they *Gained Cultural Competency Skills* or *Did Not Gain Cultural Competency Skills*.
6. **Project development and implementation:** At their current job, the candidate developed and implemented a project, delivering results on schedule, or did not develop and implement a project. The options are: *Gained Project Experience* or *Did Not Gain Project Experience*.
7. **Organizational fit:** The candidate's values reflect or do not reflect your organization's values and culture. The options are: *Is an Excellent Fit* or *Is a Satisfactory Fit*.

After reviewing each candidate, you will rank the candidates from 1 to 3, with **1** being your **top candidate** to hire, **2** being your **next preferred** candidate, and **3** being your **least preferred** candidate to hire. If you feel that a particular candidate should be completely eliminated from consideration, you may select the option "**I would not consider this candidate.**"

You will be asked to rank [INSERT] sets of candidates.

## Appendix H: Web Survey Instrument

### Job Candidate Ratings

Q2 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q2Org1]	[Q2Org2]	[Q2Org3]
<b>Worked in Related Industry</b>	[Q2Industry1]	[Q2Industry2]	[Q2Industry3]
<b>Developed Related Skills</b>	[Q2Related1]	[Q2Related2]	[Q2Related3]
<b>Leadership Experience</b>	[Q2Leadership 1]	[Q2Leadership 2]	[Q2Leadership 3]
<b>Cross Cultural Competency</b>	[Q2Cultural1]	[Q2Cultural2]	[Q2Cultural3]
<b>Project Development and Implementation</b>	[Q2ProjDev1]	[Q2ProjDev2]	[Q2ProjDev3]
<b>Organizational Fit</b>	[Q2Fit1]	[Q2Fit2]	[Q2Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPTS:]

IF THE SAME RANK IS SELECTED FOR MORE THAN ONE CANDIDATE, SHOW:

”Please provide a different rank for each candidate from most preferred (1) to least preferred (3). You may also select the option to not consider a candidate.”

IF ANY RANK IS MISSING FOR ANY CANDIDATE, SHOW:

“Please provide a rank for each of the three candidates before you click 'Continue.’”

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q3 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q3Org1]	[Q3Org2]	[Q3Org3]
<b>Worked in Related Industry</b>	[Q3Industry1]	[Q3Industry2]	[Q3Industry3]
<b>Developed Related Skills</b>	[Q3Related1]	[Q3Related2]	[Q3Related3]
<b>Leadership Experience</b>	[Q3Leadership 1]	[Q3Leadership 2]	[Q3Leadership 3]
<b>Cross Cultural Competency</b>	[Q3Cultural1]	[Q3Cultural2]	[Q3Cultural3]
<b>Project Development and Implementation</b>	[Q3ProjDev1]	[Q3ProjDev2]	[Q3ProjDev3]
<b>Organizational Fit</b>	[Q3Fit1]	[Q3Fit2]	[Q3Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q4 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q4Org1]	[Q4Org2]	[Q4Org3]
<b>Worked in Related Industry</b>	[Q4Industry1]	[Q4Industry2]	[Q4Industry3]
<b>Developed Related Skills</b>	[Q4Related1]	[Q4Related2]	[Q4Related3]
<b>Leadership Experience</b>	[Q4Leadership 1]	[Q4Leadership 2]	[Q4Leadership 3]
<b>Cross Cultural Competency</b>	[Q4Cultural1]	[Q4Cultural2]	[Q4Cultural3]
<b>Project Development and Implementation</b>	[Q4ProjDev1]	[Q4ProjDev2]	[Q4ProjDev3]
<b>Organizational Fit</b>	[Q4Fit1]	[Q4Fit2]	[Q4Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q5 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q5Org1]	[Q5Org2]	[Q5Org3]
<b>Worked in Related Industry</b>	[Q5Industry1]	[Q5Industry2]	[Q5Industry3]
<b>Developed Related Skills</b>	[Q5Related1]	[Q5Related2]	[Q5Related3]
<b>Leadership Experience</b>	[Q5Leadership 1]	[Q5Leadership 2]	[Q5Leadership 3]
<b>Cross Cultural Competency</b>	[Q5Cultural1]	[Q5Cultural2]	[Q5Cultural3]
<b>Project Development and Implementation</b>	[Q5ProjDev1]	[Q5ProjDev2]	[Q5ProjDev3]
<b>Organizational Fit</b>	[Q5Fit1]	[Q5Fit2]	[Q5Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q6 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q6Org1]	[Q6Org2]	[Q6Org3]
<b>Worked in Related Industry</b>	[Q6Industry1]	[Q6Industry2]	[Q6Industry3]
<b>Developed Related Skills</b>	[Q6Related1]	[Q6Related2]	[Q6Related3]
<b>Leadership Experience</b>	[Q6Leadership 1]	[Q6Leadership 2]	[Q6Leadership 3]
<b>Cross Cultural Competency</b>	[Q6Cultural1]	[Q6Cultural2]	[Q6Cultural3]
<b>Project Development and Implementation</b>	[Q6ProjDev1]	[Q6ProjDev2]	[Q6ProjDev3]
<b>Organizational Fit</b>	[Q6Fit1]	[Q6Fit2]	[Q6Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]



## Appendix H: Web Survey Instrument

Q7 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q7Org1]	[Q7Org2]	[Q7Org3]
<b>Worked in Related Industry</b>	[Q7Industry1]	[Q7Industry2]	[Q7Industry3]
<b>Developed Related Skills</b>	[Q7Related1]	[Q7Related2]	[Q7Related3]
<b>Leadership Experience</b>	[Q7Leadership 1]	[Q7Leadership 2]	[Q7Leadership 3]
<b>Cross Cultural Competency</b>	[Q7Cultural1]	[Q7Cultural2]	[Q7Cultural3]
<b>Project Development and Implementation</b>	[Q7ProjDev1]	[Q7ProjDev2]	[Q7ProjDev3]
<b>Organizational Fit</b>	[Q7Fit1]	[Q7Fit2]	[Q7Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q8 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q8Org1]	[Q8Org2]	[Q8Org3]
<b>Worked in Related Industry</b>	[Q8Industry1]	[Q8Industry2]	[Q8Industry3]
<b>Developed Related Skills</b>	[Q8Related1]	[Q8Related2]	[Q8Related3]
<b>Leadership Experience</b>	[Q8Leadership 1]	[Q8Leadership 2]	[Q8Leadership 3]
<b>Cross Cultural Competency</b>	[Q8Cultural1]	[Q8Cultural2]	[Q8Cultural3]
<b>Project Development and Implementation</b>	[Q8ProjDev1]	[Q8ProjDev2]	[Q8ProjDev3]
<b>Organizational Fit</b>	[Q8Fit1]	[Q8Fit2]	[Q8Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q9 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q9Org1]	[Q9Org2]	[Q9Org3]
<b>Worked in Related Industry</b>	[Q9Industry1]	[Q9Industry2]	[Q9Industry3]
<b>Developed Related Skills</b>	[Q9Related1]	[Q9Related2]	[Q9Related3]
<b>Leadership Experience</b>	[Q9Leadership 1]	[Q9Leadership 2]	[Q9Leadership 3]
<b>Cross Cultural Competency</b>	[Q9Cultural1]	[Q9Cultural2]	[Q9Cultural3]
<b>Project Development and Implementation</b>	[Q9ProjDev1]	[Q9ProjDev2]	[Q9ProjDev3]
<b>Organizational Fit</b>	[Q9Fit1]	[Q9Fit2]	[Q9Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

## Appendix H: Web Survey Instrument

Q9a Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q9aOrg1]	[Q9aOrg2]	[Q9aOrg3]
<b>Worked in Related Industry</b>	[Q9aIndustry1 ]	[Q9aIndustry2 ]	[Q9aIndustry3 ]
<b>Developed Related Skills</b>	[Q9aRelated1]	[Q9aRelated2]	[Q9aRelated3]
<b>Leadership Experience</b>	[Q9aLeadershi p1]	[Q9aLeadershi p2]	[Q9aLeadershi p3]
<b>Cross Cultural Competency</b>	[Q9aCultural1 ]	[Q9aCultural2 ]	[Q9aCultural3 ]
<b>Project Development and Implementation</b>	[Q9aProjDev1 ]	[Q9aProjDev2 ]	[Q9aProjDev3 ]
<b>Organizational Fit</b>	[Q9aFit1]	[Q9aFit2]	[Q9aFit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q9b Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q9bOrg1]	[Q9bOrg2]	[Q9bOrg3]
<b>Worked in Related Industry</b>	[Q9bIndustry1 ]	[Q9bIndustry2 ]	[Q9bIndustry3 ]
<b>Developed Related Skills</b>	[Q9bRelated1]	[Q9bRelated2]	[Q9bRelated3]
<b>Leadership Experience</b>	[Q9bLeadershi p1]	[Q9bLeadershi p2]	[Q9bLeadershi p3]
<b>Cross Cultural Competency</b>	[Q9bCultural1 ]	[Q9bCultural2 ]	[Q9bCultural3 ]
<b>Project Development and Implementation</b>	[Q9bProjDev1 ]	[Q9bProjDev2 ]	[Q9bProjDev3 ]
<b>Organizational Fit</b>	[Q9bFit1]	[Q9bFit2]	[Q9bFit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q9c Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q9cOrg1]	[Q9cOrg2]	[Q9cOrg3]
<b>Worked in Related Industry</b>	[Q9cIndustry1 ]	[Q9cIndustry2 ]	[Q9cIndustry3 ]
<b>Developed Related Skills</b>	[Q9cRelated1]	[Q9cRelated2]	[Q9cRelated3]
<b>Leadership Experience</b>	[Q9cLeadershi p1]	[Q9cLeadershi p2]	[Q9cLeadershi p3]
<b>Cross Cultural Competency</b>	[Q9cCultural1 ]	[Q9cCultural2 ]	[Q9cCultural3 ]
<b>Project Development and Implementation</b>	[Q9cProjDev1 ]	[Q9cProjDev2 ]	[Q9cProjDev3 ]
<b>Organizational Fit</b>	[Q9cFit1]	[Q9cFit2]	[Q9cFit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix H: Web Survey Instrument**

Q9d Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q9dOrg1]	[Q9dOrg2]	[Q9dOrg3]
<b>Worked in Related Industry</b>	[Q9dIndustry1 ]	[Q9dIndustry2 ]	[Q9dIndustry3 ]
<b>Developed Related Skills</b>	[Q9dRelated1]	[Q9dRelated2]	[Q9dRelated3]
<b>Leadership Experience</b>	[Q9dLeadershi p1]	[Q9dLeadershi p2]	[Q9dLeadershi p3]
<b>Cross Cultural Competency</b>	[Q9dCultural1 ]	[Q9dCultural2 ]	[Q9dCultural3 ]
<b>Project Development and Implementation</b>	[Q9dProjDev1 ]	[Q9dProjDev2 ]	[Q9dProjDev3 ]
<b>Organizational Fit</b>	[Q9dFit1]	[Q9dFit2]	[Q9dFit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

## Appendix H: Web Survey Instrument

### Background Questions about You and Your Organization

We'd now like to ask you some questions about yourself, and what you thought about when responding to the previous questions.

Q10 What is your sex?

[HARD PROMPT]

- 1 Female
- 2 Male

[PAGE BREAK]

Q11 What is your age?

[HARD PROMPT]

- 1 18-24
- 2 25-34
- 3 35-44
- 4 45-54
- 5 55+

[PAGE BREAK]

Q12 What is your highest level of education attained?

[HARD PROMPT]

- 1 Less than high school
- 2 High school/GED
- 3 Some college/Associate's degree
- 4 Bachelor's degree
- 5 Master's degree
- 6 Professional degree/Doctorate

[PAGE BREAK]



**Appendix H: Web Survey Instrument**

Q13 During the past year, how many new employees have you assisted in hiring?

If you don't remember exactly, please give your best estimate.

[HARD PROMPT]

- 1 0 to 5 employees
- 2 6 to 10 employees
- 3 11 to 15 employees
- 4 16 to 20 employees
- 5 21 employees or more
- 9 Don't know

[PAGE BREAK]

Q14 How long have you been at your organization?

If you don't remember exactly, please give your best estimate.

[HARD PROMPT]

- 1 Less than 1 year
- 2 1 to 5 years
- 3 6 to 10 years
- 4 11 to 15 years
- 5 16 to 20 years
- 6 21 or more years
- 9 Don't know

[PAGE BREAK]

Q14b How are you involved in the hiring process?

Please select all that apply.

- 1 I screen candidates
- 2 I review resumes
- 3 I conduct interviews
- 4 I recruit candidates
- 5 I am involved in other activities related to hiring new employees
- 6 [IF SELECTED DO NOT ALLOW OTHER RESPONSES] I am NOT involved in hiring new employees

[PAGE BREAK]

Q15 Thinking about your career as a whole, not just at your present employer, how many years have you been involved in the process of hiring new employees? Involvement could mean reviewing resumes, screening candidates, conducting

**Appendix H: Web Survey Instrument**

interviews, recruiting potential candidates, or other types of activities related to the hiring process.

If you don't remember exactly, please give your best estimate.

[HARD PROMPT]

- 1 Less than 1 year
- 2 1 to 5 years
- 3 6 to 10 years
- 4 11 to 15 years
- 5 16 to 20 years
- 6 21 or more years
- 9 Don't know
- 10 I have never been responsible for hiring new employees

[PAGE BREAK]

Q16 Had you heard of AmeriCorps before taking this survey?

[HARD PROMPT]

- 1 Yes CONTINUE
- 2 No SKIP TO D1

[PAGE BREAK]

Q17 Please select Yes or No for the following questions:

[HARD PROMPT]

	Yes	No
a. I know someone who served or is serving in AmeriCorps.	1	2
b. I have worked with an AmeriCorps member before.	1	2
c. I have hired an AmeriCorps member before.	1	2
d. I know of AmeriCorps projects in my community.	1	2
e. I have served in AmeriCorps.	1	2

IF Q17a=2&Q17b=2&Q17c=2&Q17d=2&Q17e=2 CONTINUE

IF Q17a≠2|Q17b≠2|Q17c≠2|Q17d≠2|Q17e≠2 SKIP TO Q18

**Appendix H: Web Survey Instrument**

[PAGE BREAK]

Q17f In what context had you heard of AmeriCorps before taking this survey?

[TWO ROW TEXT BOX]

[PAGE BREAK]

Q18 To what extent do you agree or disagree with the following statements?

[VERTICAL ORIENTATION OF COLUMN LABELS SHOW ONLY IN PRINTED VERSION. WILL BE HORIZONTAL ON WEB SURVEY.]

RANDOMIZE ADDITIONAL WORDING SHOWN IN BRACKETS BELOW WITH 50% PROBABILITY INDEPENDENTLY FOR Q18A AND Q18B.

[HARD PROMPT]

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
a. I [do not] have a good image of AmeriCorps.	1	2	3	4	5
b. I [do not] think highly of AmeriCorps.	1	2	3	4	5

[PAGE BREAK]

## Appendix H: Web Survey Instrument

I1 Thank you for completing the survey. In order to send you instructions to access your electronic Visa card, we need your first name and email address.

Name [TEXT BOX]

Email [TEXT BOX] [CONFIRM FORMAT: THE EMAIL ADDRESS MUST HAVE AN “AT SIGN” @ AND MUST NOT CONTAIN BLANK SPACES, I.E. USER@SOMEWHERE.COM.]

[CHECKBOX. FOLLOWING TEXT TO BE SMALL FONT AND GRAY] I would prefer not to receive an incentive.

[IF BOX NOT CHECKED: GO TO I1A, ELSE GO TO I2.]

[PAGE BREAK]

I1a Please confirm your first name and email address:

GRID: ROWS

[DISPLAY NAME FROM I1]

[DISPLAY EMAIL ADDRESS FROM I1]

1. Correct
2. Incorrect

[IF EITHER NAME OR EMAIL ADDRESS IS “Incorrect” THEN GO BACK TO I1. IF BOTH ARE CORRECT THEN SEND AUTO-EMAIL UPON SELECTION OF “NEXT.”]

I2 Your responses have been recorded. [IF BOX IS NOT CHECKED AT I1 THEN DISPLAY: You will receive an email from us shortly with the instructions on how to access your electronic Visa card. The sender of the email will be [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com) and the subject line will read “Thank You! Get your Electronic Visa Card Now.” If you have any questions or require technical assistance, please email [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com).]

Thank you again for participating in this important research study.

### RE-ENTRY AFTER COMPLETE

You have already completed this survey. Thank you for your participation. If you have any questions or require additional assistance, please email [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com).

**Appendix I: Pilot Survey Instrument**

**Attachment I: Pilot Survey Instrument**

## Appendix I: Pilot Survey Instrument

### AmeriCorps Competitive Advantage Questionnaire

[SURVEY LANDING SCREEN]

Thank you for participating in the Hiring Survey.

To begin the survey, please enter your ID number in the box below. The ID number can be found on the email you received from [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com). If you have deleted the email or have other difficulties accessing the survey, please email XXXX at [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com) or call toll-free at 1-XXX-XXX-XXXX.

Please enter the ID number

[WEB SURVEY INTRO SCREEN]

Thank you for your participation in this study. The purpose of this study is to identify what kinds of job applicant characteristics employers value when hiring. We are going to ask you to evaluate a series of fictional job candidate profiles and rank which candidates you would most likely hire for a hypothetical entry-level, general office position in your organization.

The survey contains two sections. The first will ask you to rank profiles of hypothetical job candidates. The second will ask you follow-up questions to provide basic information about you and your organization. We anticipate the questionnaire taking about 15 minutes to complete.

As a thank you for completing the survey, at the end of this survey we will give you an electronic Visa card in the amount of [INSERT]. You will be provided a 16-digit number, expiration date, and a 3-digit security code that can be used just like a Visa credit card for online, mail, or telephone order purchases.

[CONTINUE]

## Appendix I: Pilot Survey Instrument

### Instructions

You will now review [INSERT] sets of profiles of hypothetical candidates competing for a fictional entry-level, full-time position in your organization. This position is a general office position that does not require highly specialized experience or technical skills, but **does** require a Bachelor's degree.

You will review 3 candidates at a time. All candidates have:

- Completed any screening processes, interviews, or other procedures normally used when hiring an employee at your organization;
- Same salary requirements;
- Completed a Bachelor's degree within the last two years;
- One year of work experience. The candidate is currently employed in the position for which work experience is presented.

Any additional experiences *not* shown in the candidate profiles are comparable to one another and are satisfactory to meet your organization's requirements.

Each candidate's profile will consist of seven characteristics. All characteristics are related to the candidate's current job. These characteristics are:

8. **Current employment:** The candidate's current job is with:

- *Private sector:* the candidate works in a for-profit company, in a full time, permanent, entry-level position. If we indicate that the candidate has worked in a related industry, this company may be one doing work similar to your organization's work. For example, if you work in marketing, the company could be a marketing firm. If we indicate that the candidate has worked in an *unrelated* industry, this company may be one doing work very different from your organization. For example, if you work in marketing, the company could be an IT firm.
- *Public sector:* the candidate works as a civilian for either a government agency or a nonprofit organization, in a full time, permanent, entry-level position. If we indicate that the candidate has worked in a related industry, this organization may be one doing work similar to your organization's work. For example, if you work in marketing, the candidate could work in the communications office in a local health department. If we indicate that the candidate has worked in an *unrelated* industry, this organization may be one doing very different from your organization. For example, if you work in marketing, the candidate could work in a high school.
- *AmeriCorps:* the candidate serves in AmeriCorps, working in a full-time position at a nonprofit, school, or other community organization. The candidate is paid a modest living allowance and receives an education grant. While serving, AmeriCorps members may do a variety of tasks, for example: developing communication materials, training and managing volunteers, doing outdoor trail maintenance, teaching or tutoring students,

## Appendix I: Pilot Survey Instrument

or providing disaster preparedness training and recovery. We will indicate whether the candidate's tasks were related or unrelated to the work your organization does.

9. **Related industry:** The candidate's current job is or is not in an industry related to your organization's industry. For example, if your organization is in marketing, a related industry may be public relations. An unrelated industry may be information technology (IT). Candidates may present experience in a job *Related* or *Not Related* to your organization's industry.
10. **Related skills:** At their current job, the candidate developed or did not develop skills related to those often used by your organization. For example, if your organization often needs employees with customer service skills, the candidate's last job may have involved interacting with clients at a homeless shelter. Candidates may present job experience in which they *Developed Related Skills* or *Did Not Develop Related Skills*.
11. **Leadership:** At their current job, the candidate gained or did not gain experience leading a team and guiding others toward completion of a goal. Candidates may present job experience in which they *Gained Leadership Experience* or *Did not Gain Leadership Experience*.
12. **Cross cultural competency:** At their current job, the candidate demonstrated or did not demonstrate the ability to communicate and work effectively with individuals from diverse backgrounds or viewpoints. Candidates may present job experience in which they *Gained Cultural Competency Skills* or *Did Not Gain Cultural Competency Skills*.
13. **Project development and implementation:** At their current job, the candidate developed and implemented a project, delivering results on schedule, or did not develop and implement a project. The options are: *Gained Project Experience* or *Did Not Gain Project Experience*.
14. **Organizational fit:** The candidate's values reflect or do not reflect your organization's values and culture. The options are: *Is an Excellent Fit* or *Is a Satisfactory Fit*.

After reviewing each candidate, you will rank the candidates from 1 to 3, with **1** being your **top candidate** to hire, **2** being your **next preferred** candidate, and **3** being your **least preferred** candidate to hire. If you feel that a particular candidate should be completely eliminated from consideration, you may select the option "**I would not consider this candidate.**"

You will be asked to rank [INSERT] sets of candidates.



## Appendix I: Pilot Survey Instrument

### Job Candidate Ratings

Q2 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q2Org1]	[Q2Org2]	[Q2Org3]
<b>Worked in Related Industry</b>	[Q2Industry1]	[Q2Industry2]	[Q2Industry3]
<b>Developed Related Skills</b>	[Q2Related1]	[Q2Related2]	[Q2Related3]
<b>Leadership Experience</b>	[Q2Leadership 1]	[Q2Leadership 2]	[Q2Leadership 3]
<b>Cross Cultural Competency</b>	[Q2Cultural1]	[Q2Cultural2]	[Q2Cultural3]
<b>Project Development and Implementation</b>	[Q2ProjDev1]	[Q2ProjDev2]	[Q2ProjDev3]
<b>Organizational Fit</b>	[Q2Fit1]	[Q2Fit2]	[Q2Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPTS:]

IF THE SAME RANK IS SELECTED FOR MORE THAN ONE CANDIDATE, SHOW:

”Please provide a different rank for each candidate from most preferred (1) to least preferred (3). You may also select the option to not consider a candidate.”

IF ANY RANK IS MISSING FOR ANY CANDIDATE, SHOW:

“Please provide a rank for each of the three candidates before you click 'Continue.’”

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

Q3 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q3Org1]	[Q3Org2]	[Q3Org3]
<b>Worked in Related Industry</b>	[Q3Industry1]	[Q3Industry2]	[Q3Industry3]
<b>Developed Related Skills</b>	[Q3Related1]	[Q3Related2]	[Q3Related3]
<b>Leadership Experience</b>	[Q3Leadership 1]	[Q3Leadership 2]	[Q3Leadership 3]
<b>Cross Cultural Competency</b>	[Q3Cultural1]	[Q3Cultural2]	[Q3Cultural3]
<b>Project Development and Implementation</b>	[Q3ProjDev1]	[Q3ProjDev2]	[Q3ProjDev3]
<b>Organizational Fit</b>	[Q3Fit1]	[Q3Fit2]	[Q3Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

Q4 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q4Org1]	[Q4Org2]	[Q4Org3]
<b>Worked in Related Industry</b>	[Q4Industry1]	[Q4Industry2]	[Q4Industry3]
<b>Developed Related Skills</b>	[Q4Related1]	[Q4Related2]	[Q4Related3]
<b>Leadership Experience</b>	[Q4Leadership 1]	[Q4Leadership 2]	[Q4Leadership 3]
<b>Cross Cultural Competency</b>	[Q4Cultural1]	[Q4Cultural2]	[Q4Cultural3]
<b>Project Development and Implementation</b>	[Q4ProjDev1]	[Q4ProjDev2]	[Q4ProjDev3]
<b>Organizational Fit</b>	[Q4Fit1]	[Q4Fit2]	[Q4Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix I: Pilot Survey Instrument**

Q5 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q5Org1]	[Q5Org2]	[Q5Org3]
<b>Worked in Related Industry</b>	[Q5Industry1]	[Q5Industry2]	[Q5Industry3]
<b>Developed Related Skills</b>	[Q5Related1]	[Q5Related2]	[Q5Related3]
<b>Leadership Experience</b>	[Q5Leadership 1]	[Q5Leadership 2]	[Q5Leadership 3]
<b>Cross Cultural Competency</b>	[Q5Cultural1]	[Q5Cultural2]	[Q5Cultural3]
<b>Project Development and Implementation</b>	[Q5ProjDev1]	[Q5ProjDev2]	[Q5ProjDev3]
<b>Organizational Fit</b>	[Q5Fit1]	[Q5Fit2]	[Q5Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

Q6 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q6Org1]	[Q6Org2]	[Q6Org3]
<b>Worked in Related Industry</b>	[Q6Industry1]	[Q6Industry2]	[Q6Industry3]
<b>Developed Related Skills</b>	[Q6Related1]	[Q6Related2]	[Q6Related3]
<b>Leadership Experience</b>	[Q6Leadership 1]	[Q6Leadership 2]	[Q6Leadership 3]
<b>Cross Cultural Competency</b>	[Q6Cultural1]	[Q6Cultural2]	[Q6Cultural3]
<b>Project Development and Implementation</b>	[Q6ProjDev1]	[Q6ProjDev2]	[Q6ProjDev3]
<b>Organizational Fit</b>	[Q6Fit1]	[Q6Fit2]	[Q6Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

Q7 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q7Org1]	[Q7Org2]	[Q7Org3]
<b>Worked in Related Industry</b>	[Q7Industry1]	[Q7Industry2]	[Q7Industry3]
<b>Developed Related Skills</b>	[Q7Related1]	[Q7Related2]	[Q7Related3]
<b>Leadership Experience</b>	[Q7Leadership 1]	[Q7Leadership 2]	[Q7Leadership 3]
<b>Cross Cultural Competency</b>	[Q7Cultural1]	[Q7Cultural2]	[Q7Cultural3]
<b>Project Development and Implementation</b>	[Q7ProjDev1]	[Q7ProjDev2]	[Q7ProjDev3]
<b>Organizational Fit</b>	[Q7Fit1]	[Q7Fit2]	[Q7Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

Q8 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM INSTRUCTIONS]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q8Org1]	[Q8Org2]	[Q8Org3]
<b>Worked in Related Industry</b>	[Q8Industry1]	[Q8Industry2]	[Q8Industry3]
<b>Developed Related Skills</b>	[Q8Related1]	[Q8Related2]	[Q8Related3]
<b>Leadership Experience</b>	[Q8Leadership 1]	[Q8Leadership 2]	[Q8Leadership 3]
<b>Cross Cultural Competency</b>	[Q8Cultural1]	[Q8Cultural2]	[Q8Cultural3]
<b>Project Development and Implementation</b>	[Q8ProjDev1]	[Q8ProjDev2]	[Q8ProjDev3]
<b>Organizational Fit</b>	[Q8Fit1]	[Q8Fit2]	[Q8Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

Q9 Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	Candidate 1	Candidate 2	Candidate 3
<b>Current Employment</b>	[Q9Org1]	[Q9Org2]	[Q9Org3]
<b>Worked in Related Industry</b>	[Q9Industry1]	[Q9Industry2]	[Q9Industry3]
<b>Developed Related Skills</b>	[Q9Related1]	[Q9Related2]	[Q9Related3]
<b>Leadership Experience</b>	[Q9Leadership 1]	[Q9Leadership 2]	[Q9Leadership 3]
<b>Cross Cultural Competency</b>	[Q9Cultural1]	[Q9Cultural2]	[Q9Cultural3]
<b>Project Development and Implementation</b>	[Q9ProjDev1]	[Q9ProjDev2]	[Q9ProjDev3]
<b>Organizational Fit</b>	[Q9Fit1]	[Q9Fit2]	[Q9Fit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]



**Appendix I: Pilot Survey Instrument**

Q9a Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q9aOrg1]	[Q9aOrg2]	[Q9aOrg3]
<b>Worked in Related Industry</b>	[Q9aIndustry1 ]	[Q9aIndustry2 ]	[Q9aIndustry3 ]
<b>Developed Related Skills</b>	[Q9aRelated1]	[Q9aRelated2]	[Q9aRelated3]
<b>Leadership Experience</b>	[Q9aLeadershi p1]	[Q9aLeadershi p2]	[Q9aLeadershi p3]
<b>Cross Cultural Competency</b>	[Q9aCultural1 ]	[Q9aCultural2 ]	[Q9aCultural3 ]
<b>Project Development and Implementation</b>	[Q9aProjDev1 ]	[Q9aProjDev2 ]	[Q9aProjDev3 ]
<b>Organizational Fit</b>	[Q9aFit1]	[Q9aFit2]	[Q9aFit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix I: Pilot Survey Instrument**

Q9b Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q9bOrg1]	[Q9bOrg2]	[Q9bOrg3]
<b>Worked in Related Industry</b>	[Q9bIndustry1 ]	[Q9bIndustry2 ]	[Q9bIndustry3 ]
<b>Developed Related Skills</b>	[Q9bRelated1]	[Q9bRelated2]	[Q9bRelated3]
<b>Leadership Experience</b>	[Q9bLeadershi p1]	[Q9bLeadershi p2]	[Q9bLeadershi p3]
<b>Cross Cultural Competency</b>	[Q9bCultural1 ]	[Q9bCultural2 ]	[Q9bCultural3 ]
<b>Project Development and Implementation</b>	[Q9bProjDev1 ]	[Q9bProjDev2 ]	[Q9bProjDev3 ]
<b>Organizational Fit</b>	[Q9bFit1]	[Q9bFit2]	[Q9bFit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix I: Pilot Survey Instrument**

Q9c Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q9cOrg1]	[Q9cOrg2]	[Q9cOrg3]
<b>Worked in Related Industry</b>	[Q9cIndustry1 ]	[Q9cIndustry2 ]	[Q9cIndustry3 ]
<b>Developed Related Skills</b>	[Q9cRelated1]	[Q9cRelated2]	[Q9cRelated3]
<b>Leadership Experience</b>	[Q9cLeadershi p1]	[Q9cLeadershi p2]	[Q9cLeadershi p3]
<b>Cross Cultural Competency</b>	[Q9cCultural1 ]	[Q9cCultural2 ]	[Q9cCultural3 ]
<b>Project Development and Implementation</b>	[Q9cProjDev1 ]	[Q9cProjDev2 ]	[Q9cProjDev3 ]
<b>Organizational Fit</b>	[Q9cFit1]	[Q9cFit2]	[Q9cFit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

**Appendix I: Pilot Survey Instrument**

Q9d Rank the following three candidates from most (1) to least (3) preferred for the position. You may also select not to consider a candidate.

[TOOL TIP DEFINITIONS FROM PREVIOUS PAGE]

[PIPE IN VARIABLES FROM SAMPLE FILE]

[\*Please note that the values for each cell in the candidate tables will be input from the sample file according to an experimental design.]

	<b>Candidate 1</b>	<b>Candidate 2</b>	<b>Candidate 3</b>
<b>Current Employment</b>	[Q9dOrg1]	[Q9dOrg2]	[Q9dOrg3]
<b>Worked in Related Industry</b>	[Q9dIndustry1 ]	[Q9dIndustry2 ]	[Q9dIndustry3 ]
<b>Developed Related Skills</b>	[Q9dRelated1]	[Q9dRelated2]	[Q9dRelated3]
<b>Leadership Experience</b>	[Q9dLeadershi p1]	[Q9dLeadershi p2]	[Q9dLeadershi p3]
<b>Cross Cultural Competency</b>	[Q9dCultural1 ]	[Q9dCultural2 ]	[Q9dCultural3 ]
<b>Project Development and Implementation</b>	[Q9dProjDev1 ]	[Q9dProjDev2 ]	[Q9dProjDev3 ]
<b>Organizational Fit</b>	[Q9dFit1]	[Q9dFit2]	[Q9dFit3]
<b>Candidate Rank</b>	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate	[Radio buttons] 1 2 3 I would not consider this candidate

[HARD PROMPT]

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

### Background Questions about You and Your Organization

We'd now like to ask you some questions about yourself, and what you thought about when responding to the previous questions.

Q10 What is your sex?

[HARD PROMPT]

- 1 Female
- 2 Male

[PAGE BREAK]

Q11 What is your age?

[HARD PROMPT]

- 1 18-24
- 2 25-34
- 3 35-44
- 4 45-54
- 5 55+

[PAGE BREAK]

Q12 What is your highest level of education attained?

[HARD PROMPT]

- 1 Less than high school
- 2 High school/GED
- 3 Some college/Associate's degree
- 4 Bachelor's degree
- 5 Master's degree
- 6 Professional degree/Doctorate

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

Q13 During the past year, how many new employees have you assisted in hiring?

If you don't remember exactly, please give your best estimate.

[HARD PROMPT]

- 6 0 to 5 employees
- 7 6 to 10 employees
- 8 11 to 15 employees
- 9 16 to 20 employees
- 10 21 employees or more
- 10 Don't know

[PAGE BREAK]

Q14 How long have you been at your organization?

If you don't remember exactly, please give your best estimate.

[HARD PROMPT]

- 7 Less than 1 year
- 8 1 to 5 years
- 9 6 to 10 years
- 10 11 to 15 years
- 11 16 to 20 years
- 12 21 or more years
- 10 Don't know

[PAGE BREAK]

Q14b How are you involved in the hiring process?

Please select all that apply.

- 7 I screen candidates
- 8 I review resumes
- 9 I conduct interviews
- 10 I recruit candidates
- 11 I am involved in other activities related to hiring new employees
- 12 [IF SELECTED DO NOT ALLOW OTHER RESPONSES] I am NOT involved in hiring new employees

[PAGE BREAK]

Q15 Thinking about your career as a whole, not just at your present employer, how many years have you been involved in the process of hiring new employees? Involvement could mean reviewing resumes, screening candidates, conducting

**Appendix I: Pilot Survey Instrument**

interviews, recruiting potential candidates, or other types of activities related to the hiring process.

If you don't remember exactly, please give your best estimate.

[HARD PROMPT]

- 7 Less than 1 year
- 8 1 to 5 years
- 9 6 to 10 years
- 10 11 to 15 years
- 11 16 to 20 years
- 12 21 or more years
- 11 Don't know
- 12 I have never been responsible for hiring new employees

[PAGE BREAK]

Q16 Had you heard of AmeriCorps before taking this survey?

[HARD PROMPT]

- 3 Yes CONTINUE
- 4 No SKIP TO D1

[PAGE BREAK]

Q17 Please select Yes or No for the following questions:

[HARD PROMPT]

	Yes	No
f. I know someone who served or is serving in AmeriCorps.	1	2
g. I have worked with an AmeriCorps member before.	1	2
h. I have hired an AmeriCorps member before.	1	2
i. I know of AmeriCorps projects in my community.	1	2
j. I have served in AmeriCorps.	1	2

IF Q17a=2&Q17b=2&Q17c=2&Q17d=2&Q17e=2 CONTINUE

IF Q17a≠2|Q17b≠2|Q17c≠2|Q17d≠2|Q17e≠2 SKIP TO Q18

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[PAGE BREAK]

Q17f In what context had you heard of AmeriCorps before taking this survey?

[TWO ROW TEXT BOX]

[PAGE BREAK]

Q18 To what extent do you agree or disagree with the following statements?

[VERTICAL ORIENTATION OF COLUMN LABELS SHOW ONLY IN PRINTED VERSION. WILL BE HORIZONTAL ON WEB SURVEY.]

RANDOMIZE ADDITIONAL WORDING SHOWN IN BRACKETS BELOW WITH 50% PROBABILITY INDEPENDENTLY FOR Q18A AND Q18B.

[HARD PROMPT]

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
c. I [do not] have a good image of AmeriCorps.	1	2	3	4	5
d. I [do not] think highly of AmeriCorps.	1	2	3	4	5

[PAGE BREAK]



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Finally, we would like to ask you some brief questions about your experience taking this survey.

D1 Was the purpose of the study clearly articulated on the introductory page?

- 1 Yes
- 2 No

[NO PROMPT]

[PAGE BREAK]

D2 In general, did you find the instructions clear and succinct?

- 1 Yes SKIP TO D4
- 2 No CONTINUE

[NO PROMPT]

[PAGE BREAK]

D3 What instructions were confusing?

[SHOW TWO ROW TEXT BOX]

[NO PROMPT]

[PAGE BREAK]

D4 We would like to know how relevant you found the candidate characteristics described on the instructions page.

## Appendix I: Pilot Survey Instrument

How similar were the six candidate characteristics presented to those characteristics that you look for when hiring an entry level candidate for a general office job?

[GRID – ROWS]

Worked in Related Industry

Developed Related Skills

Leadership Experience

Cross Cultural Competency

Project Development and Implementation

Organizational Fit

[COLUMNS]

1 Not at all similar

2 Somewhat similar

3 Very similar

[NO PROMPT]

[PAGE BREAK]

D5 What do you look for when hiring an entry level employee for a general office position?

[SHOW TWO ROW TEXT BOX]

[NO PROMPT]

[PAGE BREAK]

D6 Are any of the candidate characteristics so important when hiring that they completely dominate all other characteristics listed?

The candidate characteristics were: Worked in Related Industry; Developed Related Skills; Leadership Experience; Cross Cultural Competency; Project Development and Implementation; Organizational Fit.

1 Yes CONTINUE

2 No SKIP TO D8

## Appendix I: Pilot Survey Instrument

[NO PROMPT]

[PAGE BREAK]

D7 Which candidate characteristic is most important?

- 1 Worked in Related Industry
- 2 Developed Related Skills
- 3 Leadership Experience
- 4 Cross Cultural Competency
- 5 Project Development and Implementation
- 6 Organizational Fit

[NO PROMPT]

[PAGE BREAK]

D8. As you answered the questions in this survey, how similar was your thought process to how you approach hiring actual employees?

- 1 Identical
- 2 Very similar
- 3 Somewhat similar
- 4 Not at all similar

[NO PROMPT]

[PAGE BREAK]

D9. How sufficient was the information we gave you about the candidates for making a realistic decision about hiring?

- 1 Sufficient
- 2 Somewhat sufficient
- 3 Not at all sufficient

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[NO PROMPT]

[PAGE BREAK]

D10. Think about the information you learned about AmeriCorps in this study. How sufficient was that information to make a hiring decision where one of the candidates had served in AmeriCorps?

- 1 Sufficient
- 2 Somewhat sufficient
- 3 Not at all sufficient

[NO PROMPT]

[PAGE BREAK]

## Appendix I: Pilot Survey Instrument

I1 Thank you for completing the survey. In order to send you instructions to access your electronic Visa card, we need your first name and email address.

Name [TEXT BOX]

Email [TEXT BOX] [CONFIRM FORMAT: THE EMAIL ADDRESS MUST HAVE AN “AT SIGN” @ AND MUST NOT CONTAIN BLANK SPACES, I.E. USER@SOMEWHERE.COM.]

[CHECKBOX. FOLLOWING TEXT TO BE SMALL FONT AND GRAY] I would prefer not to receive an incentive.

[IF BOX NOT CHECKED: GO TO I1A, ELSE GO TO I2.]

[PAGE BREAK]

I1a Please confirm your first name and email address:

GRID: ROWS

[DISPLAY NAME FROM I1]

[DISPLAY EMAIL ADDRESS FROM I1]

3. Correct
4. Incorrect

[IF EITHER NAME OR EMAIL ADDRESS IS “Incorrect” THEN GO BACK TO I1. IF BOTH ARE CORRECT THEN SEND AUTO-EMAIL UPON SELECTION OF “NEXT.”]

I2 Your responses have been recorded. [IF BOX IS NOT CHECKED AT I1 THEN DISPLAY: You will receive an email from us shortly with the instructions on how to access your electronic Visa card. The sender of the email will be [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com) and the subject line will read “Thank You! Get your Electronic Visa Card Now.” If you have any questions or require technical assistance, please email [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com).]

Thank you again for participating in this important research study.

### RE-ENTRY AFTER COMPLETE

You have already completed this survey. Thank you for your participation. If you have any questions or require additional assistance, please email [HiringSurvey@XXXX.com](mailto:HiringSurvey@XXXX.com).