

SMART 2.0 Non-Scholar Survey

Introduction

1. **What is the nature of your role at your facility, with regards to the SMART Program?**

- Facility S&E Manager
- Scholar Mentor
- HR Personnel
- Other: _____

2. **On average, approximately what percentage of your monthly job duties involve some aspect of the SMART program?**

- 0%-24%
- 25%-49%
- 50%-74%
- 75%-100%

Use of SMART

3. **Why does your SF participate in the SMART program? Please indicate the extent to which the following statements align with your SF's objectives in participating in the SMART program.**

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
To fill positions/billets vacant due to staff retirement or pending retirement	()	()	()	()	()
To fill positions/billets vacant due to staff attrition	()	()	()	()	()

To fill anticipated S&T needs due to SF's mission	()	()	()	()	()
To fill anticipated S&T needs due to DoD/Service Modernization Priorities	()	()	()	()	()
To bring in new employees from specific academic programs or universities	()	()	()	()	()
To fill S&T needs in specific disciplines	()	()	()	()	()
To fill a need for specific degree levels	()	()	()	()	()
As a means of achieving diversity of new employees	()	()	()	()	()
To bring in qualified candidates who normally do not apply for federal service	()	()	()	()	()
To retain employees by having them gain additional education as a SMART retention scholar	()	()	()	()	()

Program Goals

4. Thinking about the SMART program and the goals for your SF, which goals are being met through the use of the SMART program and/or through the use of other mechanisms? Check all that apply.

	My SF uses the SMART Program to	My SF uses mechanisms other than the SMART Program to
Improve the quality of the S&E workforce	<input type="checkbox"/>	<input type="checkbox"/>
Promote SMART as a premier DoD program	<input type="checkbox"/>	<input type="checkbox"/>
Improve Scholar retention beyond their service commitment (i.e., Scholars in Phase 3)	<input type="checkbox"/>	<input type="checkbox"/>
Foster a demographically diverse STEM community	<input type="checkbox"/>	<input type="checkbox"/>
Attract and retain STEM talent deemed relevant to national security needs (e.g., DoD Modernization priorities)	<input type="checkbox"/>	<input type="checkbox"/>
Strengthen ties between Principal Investigators at academic departments and scientists/engineers at DoD facilities	<input type="checkbox"/>	<input type="checkbox"/>
To provide a reliable and consistent hiring mechanism for access to personnel to fill specific needs	<input type="checkbox"/>	<input type="checkbox"/>

5. Please indicate how well you feel the SMART Program is meeting its goals.

	Does not meet goal	Meets some aspects of goal	Fully meets goal	Unknown
To improve the quality of the S&E workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To promote SMART as a premier DoD program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To improve Scholar retention beyond their service commitment (i.e., Scholars in Phase 3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To foster a demographically diverse STEM community in DoD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To attract and retain STEM talent relevant to national security needs (e.g., DoD Modernization priorities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To strengthen ties between Principal Investigators at academic departments and scientists/engineers at DoD facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To provide a reliable and consistent hiring mechanism for access to personnel to fill specific needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Logic for Question 6: Hidden unless: Question 1 "What is the nature of your role at your facility?" is one of the following answers ("HR Personnel" or "Facility S&E Manager")

6. How accurately can your SF predict your future workforce needs (i.e., college discipline and degree level) you may have in the future? Please select the option that best fits your situation.

- We are able to accurately predict the workforce needs we will have more than a year in the future.
- We have moderate success with predicting the workforce needs we will have more than a year in the future.
- We are able to predict the workforce needs we will have within the next year, but not accurately beyond a year.
- It is hard to predict our changing workforce needs much beyond when a new opening occurs.

Outreach and Recruitment

This next set of questions focuses on outreach and recruitment, both on behalf of the SMART program and for your Sponsoring Facility.

- 7. In your experience, how have scholars at your SF heard about SMART?**
- Online search
 - specific SF
 - Facebook
 - Twitter
 - YouTube
 - Instagram
 - Conference
 - Journal/Publication
 - Word-of-mouth
 - Career fair
 - University/Department ad
 - Professional society
 - Participation in K-12 STEM events
 - Other: _____
- 8. As a SF, do you also engage in outreach and/or recruitment activities on behalf of SMART to attract applicants to the SMART program?**
- Yes
 - No

Logic for Questions 9-11: Hidden unless: Question 8 "As a SF, do you also engage in outreach and/or recruitment activities on behalf of SMART to attract applicants to the SMART program" is one of the following answers ("Yes")

- 9. Do you engage in SMART outreach and/or recruiting locally (i.e., within 75 miles of SF) or nationally?**
- Locally
 - Nationally
 - Both
- 10. Select which methods you use to engage in outreach and/or recruitment for SMART applicants**
- Facebook

- Twitter
- YouTube
- Instagram
- Conference
- Journal/Publication
- Word-of-mouth
- Career fair
- University/Department ad
- Professional society
- Participation in K-12 STEM events
- Other: _____

11. In addition to leveraging SMART to recruit new employees, do you engage in other outreach and/or recruitment efforts focused on hiring new employees for your SF?

- Yes
- No

Logic: Hidden unless: Question 11 "In addition to leveraging SMART to recruit new employees, do you engage in other recruitment efforts focused on hiring new employees for your SF?" is one of the following answers ("Yes")

12. Select which methods you use to conduct outreach and/or recruitment for new SF employees

- Facebook
- Twitter
- YouTube
- Instagram
- Conference
- Journal/Publication
- Word-of-mouth
- Career fair
- University/Department ad
- Professional society
- Participation in K-12 STEM events
- Other: _____

Peer Programs/Awards

13. What other scholarship, internship, fellowship, apprenticeship, or similar programs does your SF participate in to bring in new talent?

- NDSEG (National Defense Science and Engineering Graduate Fellowship)
- National Research Council (NRC) Research Apprenticeship Program
- CyberCorps
- DoD HBCU/MI Summer Research Program
- Pathways (Federal program for interns and recent graduates)
- PALACE Acquire
- ROTC (Reserve Officer Training Corps)
- Other DoD Program: _____
- Other non-DoD Program: _____

14. In regards to selection of SMART scholars who have previously participated in other programs, please indicate the extent to which you agree or disagree with the following statements.

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
The SF considers previous participation in other DoD education, scholarship, or job training programs as a sign of quality when selecting SMART scholars.	()	()	()	()	()
Participation in other DoD education, scholarship, or job training programs as a way to identify those who want to support DoD's mission.	()	()	()	()	()
Scholars who participate in other DoD education, scholarship, or job training programs at the SF have a clear understanding of the SF's mission prior to participating in SMART	()	()	()	()	()

Prior participation in other DoD education, scholarship, or job training programs allows SMART scholars to experience what it is like to work for the DoD/SF (i.e., prior participation provides a realistic job preview)	()	()	()	()	()
Prior participation in other DoD education, scholarship, or job training programs allows mentors/supervisors to become familiar with the SMART scholar's career interests and goals.	()	()	()	()	()

15. Please list the common programs that scholars participate in previous to SMART
[e.g. New Professionals program, DoD HBCU/MI Summer Research Program, NRC Research Apprenticeship Program, PALACE Acquire, CyberCorps , Naval Research Enterprise Internship Program (NREIP), Science and Engineering Apprentice Program (SEAP), Army AEOP Internship, or local base or post summer internships].

program)						
Scholar's degree/discipline is in a niche or hard to fill area	()	()	()	()	()	()
Scholar's degree is from a highly ranked university/program	()	()	()	()	()	()
Scholar's scores from the SMART Scholar Selection Panel	()	()	()	()	()	()
Scholar performance in interview by SF	()	()	()	()	()	()

20. In regards to the SMART applicants available for selection, how much do you agree with the following statements?

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
Overall, I am satisfied with the quality of the SMART applicants	()	()	()	()	()
SMART applicants are higher quality than traditional applicants	()	()	()	()	()
SMART applicants are more likely to fill niche positions to a greater extent than traditional applicants	()	()	()	()	()

Site Visit/Orientation

21. The following items refer to your overall satisfaction with the site visit. Please indicate the extent to which you agree or disagree with the following statements.

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
The site visits are a critical step for the SF to get to know the scholars before they begin the program	()	()	()	()	()
The site visits help the scholars adapt (or on-board) to SMART and/or the SF	()	()	()	()	()
The site visits allow SF staff to determine the best fit (research topic, office/lab, mentor) for the Scholar	()	()	()	()	()
Overall, I am satisfied with the site visits	()	()	()	()	()
I am satisfied with the level of support I receive from the SPO regarding site visits	()	()	()	()	()
Overall, the site visit provides valuable insights/experiences for the SF in terms of the SMART program and scholars	()	()	()	()	()

Mentoring

22. Does your SF assign official mentors to SMART scholars?

- Yes
- No

23. Is there an informal mentoring process in place at your SF?

- Yes
- No

Logic for Questions 24-26: Hidden unless: Question 22 "Does your SF assign official mentors to SMART scholars?" is one of the following answers ("Yes")

24. Who serves as official mentors at your SF? Select all that apply.

- Lab directors
- SMART program alumni
- Task/project directors
- Others: _____

25. When does formal mentoring for SMART scholars take place at your SF? Please check all that apply

- Phase 1 – while scholar is engaged in the internship at the SF
- Phase 1 – while scholar is completing classwork/degree
- Phase 2 – after scholar has completed degree pursuit and is a new federal employee at the SF
- Phase 3 – ongoing mentoring after scholar has completed service commitment

26. Do mentors or scholars have to fill out documentation as part of the mentoring process, such as individual development plans, progress reports, etc.? Please describe.

27. In the past five (5) years, have you directly mentored a SMART scholar?

- Yes
- No

Logic for Questions 28-29: Hidden unless: Question 27 "In the past five (5) years, have you directly mentored a SMART scholar?" is one of the following answers ("Yes")

28. As part of your mentoring role, did you do any of the following?

	No	Yes
Did you advise scholar on their academic research?	<input type="checkbox"/>	<input type="checkbox"/>
Did you advise scholars on what courses they should take?	<input type="checkbox"/>	<input type="checkbox"/>
Did you coordinate with faculty at your scholar's academic institution?	<input type="checkbox"/>	<input type="checkbox"/>
Did you advise scholar on career options for their future?	<input type="checkbox"/>	<input type="checkbox"/>
Did you advise scholar on how to be successful at work?	<input type="checkbox"/>	<input type="checkbox"/>
Did you advise scholar on how to navigate the working world within the DoD?	<input type="checkbox"/>	<input type="checkbox"/>

29. As a mentor, how often did you communicate with SMART scholars in the program? Please check all that apply.

	Daily	Weekly	Monthly	Did Not Communicate
During Phase 1 (scholar at university for degree pursuit; contact may be by phone, email, or videoconference)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
During internship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
During Phase 2 (scholar is a new federal employee at SF)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
During Phase 3 (scholar has completed service commitment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Professional Development

30. Does your facility offer professional development opportunities for SMART scholars? (e.g., poster presentations, lunch-and-learns, field trips)

	Yes	No
During Phase 1 (scholar at university for degree pursuit)	()	()
During internship	()	()
During Phase 2 (scholar is a new federal employee at SF)	()	()

31. Regarding professional developments opportunities offered to scholars at your facility, how much do you agree with the following statements?

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
SMART scholars are aware of professional development opportunities offered by my facility.	()	()	()	()	()
SMART scholars take advantage of professional development opportunities offered by my facility.	()	()	()	()	()
SMART scholars find the professional development opportunities offered by my facility to be valuable.	()	()	()	()	()

Logic for Questions 32-36: Hidden unless: Question 1 "What is the nature of your role at your facility?" is one of the following answers ("HR Personnel")

Clearance Process

32. Who manages the security clearance process for SMART Scholars at your SF?

- Local SF Security Office/Manager
- Component Security Office/Manager
- Other: _____

33. What issues have you experienced regarding the clearance process? Select all that apply

- Scholar classified as a Contractor, limiting access to critical or mission essential data, access to restricted areas, etc.
- Inability to obtain Scholar clearance in time for start of internship
- Insufficient guidance provided by SPO to SF regarding the processing of clearances
- Security Office/Manager unclear on how to process clearances for non-federal employees
- Other: _____

Scholar Hiring

34. Which Hiring Authorities does your SF use to hire SMART Scholars (i.e. Phase 2)?

- SMART Hiring Authority
- Science and Technology Reinvention Laboratory (STRL) related hiring authority
- Defense Acquisition Workforce related hiring authority
- Cyber-workforce related hiring authority
- No special hiring authority
- Other: _____

35. Does the use of a Direct Hiring Authority expedite the hiring process (i.e., reduces the lag time between the start of the hiring process and actual start date at SF)?

- Yes, it reduces hiring process time by a month or more
- Yes, it may reduce hiring process time by a week or a few weeks
- No, it does not seem to reduce hiring process time
- No, it can actually extend the hiring process time

36. What (true or estimated) percentage of STEM hires do SMART scholars account for at your facility for any typical year?
_____%

Work at SF

37. Regarding the work performed by SMART scholars at your facility, how much do you agree with the following statements?

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I am satisfied with the knowledge base of the SMART scholars at my facility.	()	()	()	()	()
I am satisfied with the work ethic of the SMART scholars at my facility.	()	()	()	()	()
Work assigned to SMART scholars is aligned with their academic qualifications.	()	()	()	()	()

Retention/Attrition

38. Retention of SMART Scholars can be conceptualized in many ways. From the following list, please select the definition of successful retention that best fits your definition. "At a minimum, successful SMART Scholar retention means..."

- ... that a SMART Scholar continues to work at their sponsoring facility after completing their service commitment
- ... that a SMART Scholar continues to work in the same Service after completing their service commitment
- ... that a SMART Scholar works at a DoD facility after completing their service commitment
- ... that a SMART Scholar works in the DoD S&T Enterprise (including DoD contractor) after completing their service commitment
- ...that a SMART Scholar works in the Federal Government after completing their service commitment
- ... that a SMART Scholar works in the world of Science & Technology after completing their service commitment
- ...that a SMART Scholar completes their service commitment
- None of the above definitions meets my criteria for SMART Scholar retention

39. Keeping in mind your definition of retention in the previous question, how much do you agree with the following statements?

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
Retention of STEM professionals is an issue for the DoD S&T	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retention of STEM professionals is an issue for our SF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retention of SMART scholars is an issue for our SF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SF Practices

40. Regarding SF practices associated with employee retention, how much do you agree with the following statements?

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I feel that my SF encourages social interconnections between SF employees, either on- or off-the-job	()	()	()	()	()
I feel that my SF provides realistic job previews	()	()	()	()	()
I feel that my SF provides training and professional development opportunities	()	()	()	()	()
I feel that my SF promotes just and fair compensation policies	()	()	()	()	()

Post-SMART

41. When SMART scholars leave your facility (after finishing the program or departing during the program), what is the nature of the position they are typically moving on to? Please check all that apply.

- DoD Federal Government/Other DoD Facility
- DoD contractor/FFRDC/non-profit
- Non-DoD Federal Government
- Non-DoD contractor/FFRDC
- Non-DoD private sector
- Military Service
- Academia
- Student
- Other [non-profit, State/local Government]
- Don't Know

Scholar Alum/Ambassadors

**42. How does SF support SMART alumni involvement with the SMART Program?
Check all that apply:**

- Support participation of alumni in SMART Ambassador Program
- Support participation of alumni in SMART symposium
- Involve alumni in SMART Scholar mentoring
- Involve alumni in recruitment activities for the SMART Program
- Support alumni in producing written and/or digital materials for the SMART Program
- The SF does not expect or support the SMART alumni for continued involvement with SMART after completing Phase 2
- Other: _____

43. What other opportunities should the SMART Program consider to keep alumni engaged with the program?
