



*2008 Defense Commissary
Agency Career
Advancement Survey*

***Department of Defense
Defense Commissary
Agency (DeCA)***

Executive Summary and
Narrative Report

Produced by
Data Recognition Corporation
February 2009



Table of Contents

Executive Summary	1
Organizational Strengths	1
Areas for Improvement.....	9
Store Level and Headquarter Comparison	15
General Recommendations for Next Steps.....	18
Project Background.....	20
Group Definitions	20
Survey Questions with GO TO Instructions.....	23
Question Seven	25
Narrative Report.....	26
Participant Demographics.....	26
Survey Results	36
Key Drivers of Satisfaction	158
Appendices.....	166
Appendix A: 2008 DeCA Career Advancement Survey	
Appendix B: Question Seven Communication	

Executive Summary

This executive summary presents key Organizational Strengths and Areas for Improvement from the 2008 Defense Commissary Agency (DeCA) Career Advancement Survey. Key differences by DeCA location are also discussed. The Executive Summary concludes with general recommendations for DeCA moving forward.

The purpose of the executive summary is to provide a high level overview of the most noteworthy results, both positive and negative. General principles and guidelines for determining strengths and areas of improvement were used to interpret results and select highlights for the executive summary. However, to maximize the value of the report, internal DeCA personnel need to take into account their knowledge of the organization and any DeCA or DoD specific priorities or initiatives that might apply. Consequently, for a full understanding of these results, management and action planning groups should still read through the entire results section to form their own judgments.

ORGANIZATIONAL STRENGTHS

There are several areas in which the results indicate organizational strengths.

OVERALL MEASURES OF SATISFACTION ARE POSITIVE

The DeCA survey contains three questions that are key indicators of employee experience in the work environment: job satisfaction, satisfaction with career advancement, and satisfaction with one's supervisor (Question One A, B, and C, respectively). The majority of respondents overall (74%) report they are either "Very satisfied" or "Somewhat satisfied" with their job, 61% of respondents indicate they are either "Very satisfied" or "Somewhat satisfied" with their career advancement so far, and 62% of respondents were "Very satisfied" or "Somewhat satisfied" with their supervisor. In addition, 63% of employees would be "Very likely" or "Likely" to recommend DeCA as a great place to work (Question Two).

While all three of these overall indicators can be considered to be positive, there is still room for improvement. Many organizations only consider survey results to be clear strengths

when they surpass 75% positive ratings. DeCA should consider continuing to track these metrics over time and engage in efforts to boost employee ratings to higher levels in order to solidify these as strengths. The Key Drivers of Satisfaction section of this report includes an analysis that identifies issues that exert the greatest influence over these areas. Survey issues that exert higher degrees of influence should be explored and addressed because they are likely to have the greatest effect on these overall scores.

MAJORITY OF RESPONDENTS HAVE APPLIED FOR ANOTHER POSITION

The majority of respondents overall (55%) as well as the majority of respondents within the demographic groups examined (with one exception – Other Minority Race) report they have applied for another position within DeCA in the last three years (Question Five). This can be interpreted as an indication that the environment for career advancement opportunities is functional and that employees are interested in career advancement. If DeCA employees viewed the existing advancement processes as deeply flawed or manifestly unfair one would expect that these figures would be much lower. A related question (Question Seven) provides some additional information that DeCA might consider using in the future. This is that overall about 50% or more of applicants actually received the most recent job they applied for. This may be helpful perspective to offer to those who are striving to make career moves – that about half or more do achieve the job they strive for. This information may be particularly helpful if some employees view their chances of getting a position as extremely low.

SUCCESSFUL CANDIDATES PERCEIVE OBJECTIVE QUALIFICATIONS DRIVE GETTING THE JOB

When candidates get the job they applied for, they tend to perceive that their success was due to their qualifications and performance, not due to less objective factors such as knowing someone or that their gender worked for them. For Question Nine (How important do you believe the following factors were in explaining why you did get the most recent job you applied for?) the factors that were objective requirements for the job (e.g., qualification, training, experience) had the highest percentage of employees who responded “Important” or “Very important” (Table One). Also, only 5% of respondents reported that “9g. My gender worked in my favor.” was “Important” or “Very important.” Similarly the results for Question Eight G and

I reflect that religion and youth are also not perceived as major influential factors for employees who were not selected for the job for which they most recently applied.

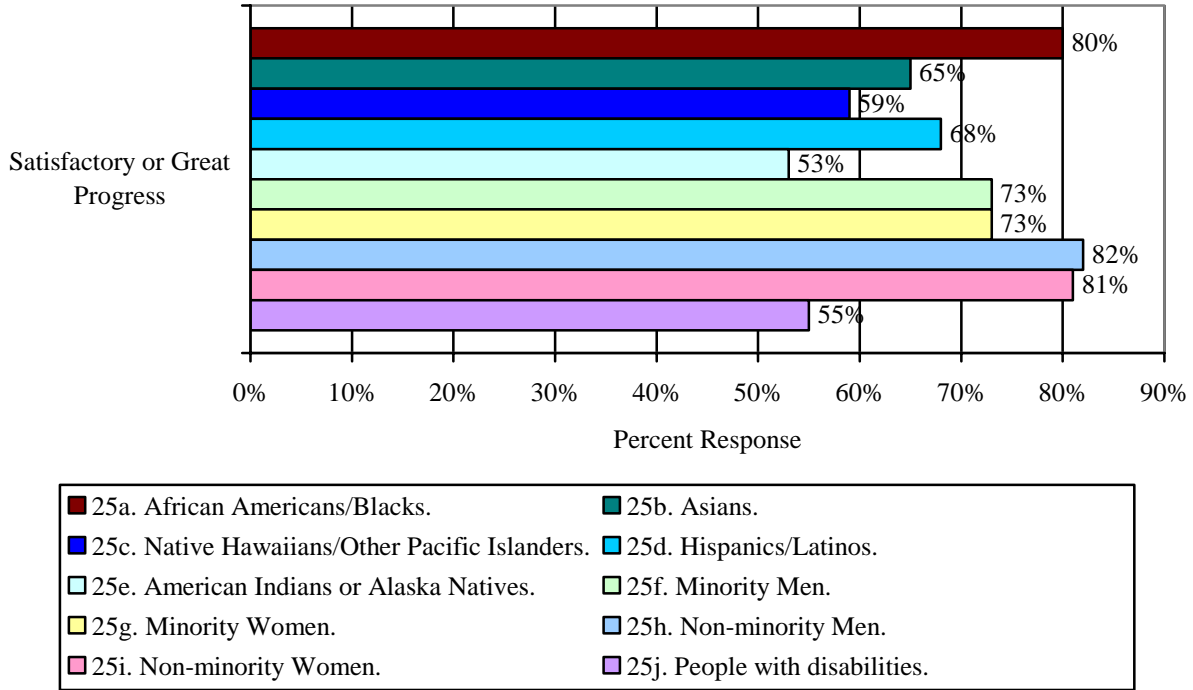
Table One. How important do you believe the following factors were in explaining why you did get the most recent job you applied for?

Question Nine	Percent Important or Very Important
b. I was better qualified than the other candidates in terms of work experience.	95%
d. My past performance.	98%
e. My conduct (adhering strictly to the letter and spirit of rules and regulations).	93%
i. My specialized training	83%
j. My leadership development or managerial training	88%
k. My ability/willingness to take on challenging assignments.	96%
l. Having had experience in the position prior to appointment	87%

PERCEIVE PROGRESS MOVING INTO TOP-LEVEL POSITIONS

Although there are differences between groups in perceptions of progress made, a majority overall (80%) and a majority of the groups examined tend to indicate that satisfactory or great progress has been made advancing groups into top level positions. Question Twenty-Five asks respondents “What is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the last 10 years?” More than half of all respondents indicate that great or satisfactory progress had been made for the ten demographic groups listed below. Three groups stand out above the rest as being perceived as having made great or satisfactory progress in the last 10 years: African Americans/Blacks (80%), Non-minority men (82%), and Non-minority women (81%).

25. What is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the last 10 years?



SELF SELECTION OUT OF ADVANCEMENT PROCESS NOT UNREASONABLE

When employees self-select out of the application process (i.e., choose not to pursue or apply for a promotion or a developmental opportunity) they appear to be doing so in small to moderate numbers and mainly on the basis of objective factors, not concerns about factors out of their control (e.g., discrimination). Two of the fifteen options for this question (Question Eleven) are aimed at assessing whether candidates chose not to apply because of race/ethnicity or gender bias concerns. Specifically, one option asks whether the employee thought that someone of their ethnicity or race or national origin had no chance of being selected (7% yes, Overall). The other asks whether the employee thought that someone of their gender had no chance of being selected (5% yes, Overall). These are relatively low rates of endorsement overall with several other reasons being cited as or more frequently (e.g., lack of technical training 12%, Overall or weren't able to relocate 33%, Overall). However, there is still some room for

improvement (e.g., Black employees tend to perceive their ethnicity/race would be held against them more often than others 12% versus 7%, Overall).

OPPORTUNITIES EXIST TO GAIN EXPERIENCE THROUGH TEMPORARY ASSIGNMENTS

The majority of employees report opportunities to take on temporary assignments in the supervisor's absence occur on a regular basis; a majority of respondents also indicate they are likely to be assigned a critical project. Question Fifteen shows that 65% of respondents report the responsibility to serve as the "acting supervisor" when your supervisor is away for a short period of time is not assigned to an employee at a higher grade than themselves. Furthermore, 57% of these respondents indicated that they "Almost always" or "Regularly" serve as the acting supervisor when their supervisor is away. With regard to critical projects, 65% of all respondents answered "Very likely" or "Somewhat likely" to having their supervisor assign a critical project to them.

These results indicate that opportunities exist for DeCA employees to gain valuable experience that could help prepare them for a higher level position and allow them to "try out" such a supervisory role. If such temporary assignments are seen as a key method of advancing the careers of DeCA employees, management may want to take more of a systematic look at encouraging and utilizing these opportunities. For instance, supervisors might consider rotating employees within their groups into these temporary supervisory positions. This not only provides an opportunity for management to see how well these employees might be able to naturally fill these roles but can also be used to obtain specific feedback on what skills or behaviors employees might need to further develop to move into such a position on a permanent basis. Such short-term trials can also function as realistic job previews. Benefits of such realistic job previews are that candidates who have received a job after a realistic job preview tend to be more satisfied in the job, be better prepared for the inevitable downsides of a position and be more likely to stay in the position than those without a preview.

POSITIVE PERCEPTIONS OF ORGANIZATIONAL SUPPORT OF EMPLOYMENT ADVANCEMENT

Three questions on the survey (Question Twenty-Three A, B, and C) provide an indication of how employees perceive how well the organization supports fair practices in career advancement and inclusion of minority employees. All three can be considered strengths but with some qualifications. All three questions show that a majority of the overall respondents and most of the specific demographic groups view the organization positively on willingness to promote women into supervisory or managerial positions (74% Overall), valuing the opinions and insights of minority employees (57% Overall), and actively supporting the goal of equal employment opportunity for all employees (62% Overall).

However, it should be noted that while a majority overall express favorable opinions about these aspects of equal employment and treatment, there are some compelling differences between groups (called out in the next section Areas for Improvement). In sum, at an overall organizational level this is a positive finding and can be considered a relative strength but group differences still show some room for improvement. The reader should also note that Key Driver results (described in detail in the “Key Drivers of Satisfaction” section of this report) also show that perceptions of organizational support for equal employment opportunity (Question Twenty-Three C) show a high degree of influence on job satisfaction and career advancement satisfaction (and to a lesser extent supervisor satisfaction). That is, if an employee reports that the goal of equal employment opportunity is supported in the organization (Question Twenty-Three C), they will likely also have high job, career advancement, and supervisor satisfaction (Question One A, B, and C, respectively). This means tracking and addressing employee perceptions on this issue will be a relatively important component of continued improvement.

DIVERSITY SEEN AS PAYING OFF

Nearly three-quarters of responding employees indicate that they do believe that a diverse workforce provides better services and products than one that is not diverse (Question Twenty-Six A – 73% Strongly agree/Agree, Overall). There is good agreement among the groups examined indicating that this is a widespread perception throughout DeCA.

WORKFORCE REPRESENTATIVENESS IS VALUED

Similar to the results of the previous question (Question Twenty-Six A above), Question Twenty-Six B indicates that employees across DeCA believe that agencies should ensure that their workforce is representative of the public they serve (78% Strongly agree/Agree, Overall). Once again, there is good agreement among the groups examined indicating that this is a widespread perception.

RELATIVELY LOW RATE OF FRUSTRATION WITH COWORKERS OF OTHER GROUPS

The two parts of Question Twenty-Seven provide both positive and negative news. The positive side is that overall there appears to be a relatively low rate of occurrence of DeCA employees experiencing frustration on a regular basis with work colleagues (e.g., due to communication problems) when those colleagues are of another race or ethnicity (14% answered "Yes, on a regular basis"). In contrast, a much higher percentage (28% Overall) report experiencing frustration on a regular basis with work colleagues (e.g., due to communication problems) in general – without reference to the other being of a different group. There are few compelling differences across demographic groups which is consistent with all employee groups experiencing such frustration more or less equally.

While this pattern of results indicates that dissimilarity of race/ethnicity is not the only driver of these frustrations, the fact is that it is occurring in half the instances in which coworkers are regularly experiencing frustration when trying to deal with one another. It should be kept in mind that the survey questions cannot provide specific reasons why these frustrations occurred. Consequently, DeCA will need to explore the roots causes of these frustrations if the organization intends to address the issue as part of an action plan.

SUPERVISORS PROVIDE CONSTRUCTIVE FEEDBACK TO EMPLOYEES

Communication channels about job performance appear to be open and in use by DeCA supervisors/managers. The vast majority of respondents (89%) report that their supervisor provides some degree of constructive feedback on their job performance (Question Twenty-Eight). The majority (70%) of employees receiving feedback on their job performance say that they receive it to a moderate or great extent. This type of supervisor-to-employee feedback is a critical part of day-to-day performance and workflow management. In addition, employees and

2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

supervisors need open lines of communication. Open communication about job performance is particularly critical because this information also functions as feedback that the employee can use to gauge their likely success when applying for another job or for a promotion. DeCA should communicate the worth of this feedback to supervisors, underlining this as a strength and encouraging supervisors to keep up the good work and improve on this strength.

It should also be noted that the Key Driver Analysis results (described in detail in the “Key Drivers of Satisfaction” section of this report) indicate that constructive supervisor feedback is one of the most important influences on DeCA employee’s overall job satisfaction and satisfaction with their supervisor. That is, if an employee reports that their supervisor provides constructive feedback on their job performance (Question Twenty-Eight), they will likely also have high job, and supervisor satisfaction (Question One A and C, respectively). While it also has a moderate influence on career advancement satisfaction (Question One B), this effect is not nearly as pronounced. Therefore, if DeCA is seeking to drive satisfaction with the job and supervisor higher, this is one of the key areas to maintain or strengthen even further. Gains in favorable ratings on constructive supervisor feedback should also positively impact career advancement satisfaction but to a somewhat lower level.

AREAS FOR IMPROVEMENT

In addition to areas of relative strength the results also point out some issues and areas in which there is room for improvement.

MINORITY EMPLOYEES PERCEIVE MORE BARRIERS TO RECEIVING JOBS

Among those indicating they did not get a job they applied for in the last three years, the pattern of results suggests that Black and to a lesser degree Other Minority employees tend to perceive more barriers than other groups considered (e.g., white, males, non-disabled). The results show Black employees consistently tend to rate factors as Important or Very important (in not getting the position) at much higher rates than other groups (Question Eight). This is true to a lesser extent with employees in the Other Minority group.

The following factors were rated as “Important” or “Very important” in response to the question “How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?” Percentages of Overall and Black employee responses are shown for illustration. Complete results can be found in the body of the report.

- 8a. Another candidate was better educated. (30% Overall, 42% Black)
- 8b. Another candidate was better qualified in terms of work experience. (40% Overall, 60% Black)
- 8d. My past performance. (21% Overall, 36% Black)
- 8e. The selecting official did not like me. (56% Overall, 67% Black)
- 8f. My gender was held against me. (38% Overall, 47% Black)
- 8g. My religion was held against me. (13% Overall, 32% Black)
- 8h. My disability was held against me. (22% Overall, 43% Black)
- 8i. My age (too young). (16% Overall, 38% Black)
- 8k. My race, ethnicity, or national origin was held against me. (45% Overall, 64% Black)
- 8m. My lack of specialized training. (33% Overall, 43% Black)
- 8n. My lack of leadership development and/or managerial training. (24% Overall, 32% Black)
- 8p. Having had no experience in the position prior to appointment. (27% Overall, 34% Black)

Black employees marked all of the above reasons more frequently than other groups, with the top three important reasons for not getting the job being “The selecting official did not like me”, “My race, ethnicity, or national origin was held against me”, and “Another candidate was better qualified in terms of work experience.”

The most commonly reported important reason for not getting the job, regardless of group membership was “8c. Someone else had already been pre-selected” (89%). The results for Question Eight (and Question Nine in the above section) suggest that there is an overwhelming perception among employees who did not receive the most recent job that the person who did get the job was pre-selected. In other words, the hiring decision was made before they applied for the job.

This finding is also apparent in the results for “22c. People are promoted because of whom they know.” For this question, 67% of respondents overall and 78% at Headquarters Strongly agreed or Agreed with that statement. While these results (perceptions of pre-selection and promotions come because of who you know) could be due in part to non-merit based reasons (e.g., favoritism) they may also result from other conditions that are not unfair. For instance, it is not uncommon for employees to perceive that someone had been pre-selected if they know a colleague has more experience than they (e.g., has been regularly serving in a supervisory capacity when the current supervisor is out of the office). A critical point for DeCA to clarify would be the specific reasons behind employee ratings to determine if any organizational actions need to be taken on these issues. For instance, while certain candidates may seem to have an “inside track” even these candidates must still meet the job requirements. In general, the more objective the selection criteria and the more transparent the selection process, the less employees will have concern that procedural fairness has been circumvented.

POSSIBLE CONCERN ABOUT MANAGEMENT INFLUENCE ON SELECTION

The results of several questions point to a possible concern in that DeCA employees may perceive that management (supervisors or those above them) may be reducing their chances for receiving a position by not supporting their application or intervening in some way. For instance, 17% (Overall) indicated that they thought that a senior person (other than one’s supervisor) did not support them being selected in Question Eleven. More than half overall (56%) and 67% of Blacks and 68% of Other Minority members indicated that they did not get the job because the selecting official did not like them (Question Eight E). As noted above, the vast majority of those not selected for a job indicated that they believed that someone else had been pre-selected (89% Overall Question Eight C).

Taking the above results into account it is critical that DeCA ensure that those in management positions communicate about openings in ways that clearly indicate that decisions are made on objective criteria and follow approved procedures. Managers and supervisors need to be informed that they must be objective and clear in their reasons for not supporting candidates when they apply (e.g., need to make it clear and be able to offer specific reasons such as a lack of sufficient work experience). However, a case can be made that managers and supervisors should also make it clear that they are willing to work with employees who show an interest in career advancement, especially when this interest persists after rejection for a position. For instance, providing a “de-briefing” or feedback about what the employee might need to do to be better qualified for such a position in the future and then work with them to arrange such opportunities. Even for those not interested in self development, offering such opportunities ensures an extra measure of procedural and interactional fairness and will likely contribute positively to employee perceptions of fair and equitable treatment in career advancement.

PERCEPTIONS OF ORGANIZATIONAL SUPPORT OF ADVANCEMENT DIFFER BY GROUP

As noted above in the strengths section, three questions on the survey (Question Twenty-Three A, B, and C) provide an indication of how employees perceive how well the organization supports fair practices in career advancement and inclusion of minority employees. While these three can be considered strengths overall, there are some compelling differences between groups worth noting. For instance, on the issue of the organization being willing to promote women into supervisory or managerial positions (74% Overall), females gave this question the second lowest rating (65% Very good/Good) while males gave it the highest (84%). Similarly, on the issue of the organization valuing the opinions and insights of minority employees (57% Overall), Blacks and Other Minority members gave very low ratings (43% and 51%, respectively) versus White employees at 66%. Finally, on the issue of actively supporting the goal of equal employment opportunity for all employees (62% Overall), minority members again gave very low ratings (Blacks 51% and Other Minority members 60%) while Whites gave this one of the highest ratings (69%).

This pattern suggests that significant gaps exist between minority and non-minority groups on these perceptions of organizational support for fairness and advancement. Clearly these groups are seeing things differently. Such gaps merit additional data collection (e.g.,

through focus groups) to determine what information or experiences are contributing to the discrepancy in ratings and to see what types of actions might be taken to address the gaps.

It is also interesting that scores for the Headquarters group were consistently the lowest among the groups on these three questions. The survey results do not give an indication of why this difference might exist. It could exist because Headquarters employees have greater access to information about the organization as a whole. On the other hand it could exist because of employee perceptions about issues specifically at Headquarters. For instance, if there are few managerial openings for women at Headquarters because these positions are higher level management positions (versus entry or lower to medium level managerial positions) there may in fact be less opportunity for upward movement because there may be fewer qualified candidates.

Whatever the reasons for these perceptions, Headquarters management may want to be especially conscious of ensuring procedural fairness and open communications around career advancement. As leaders of the organization, Headquarters management sets the tone and standards for conduct throughout the organization. As such DeCA may want to delve further into the “whys” of these perceptions at Headquarters (e.g., through follow up surveys or focus groups) in order to determine root causes and address them.

POSSIBLY ADDRESS PERCEIVED BARRIERS TO APPLYING FOR PROMOTIONS

Overall, employees reported that the reasons for not applying for a promotion (Question Nineteen) are similar to the reasons to not strive to be a GS-15 (Question Twenty-One) with two differences. The biggest difference in reasons is that 28% of employees don't think they have the qualifications or ability to strive to be a GS-15 or higher compared to 5% for the promotion in general. Many of the remaining reasons for not applying for a promotion in general or for striving for a GS-15 or higher job are essentially personal work style choices such as “I enjoy my current job” (40%) and “I am comfortable with my current level of responsibility” (38%) in Question Nineteen.

If DeCA is interested in encouraging employees (from specific groups or overall) to apply for promotions or especially for GS-15 and higher positions, one approach would be to explore employee perceptions of these barriers further (e.g., employees may hold an inaccurate view of the position's level of stress) and make plans to address them. A particular area of exploration might be the issue of qualifications. If DeCA has a long-term need/plan to move

more employees into GS-15 and above it may be advisable to examine the qualifications for these positions and then plan ahead to provide this information and opportunities for employees to develop themselves to meet such qualifications.

PERCEIVED EXTENT OF CAREER ADVANCEMENT PROGRESS DIFFERS BY GROUP

White employees tend to be more positive in their ratings of progress made by all minority groups over the last ten years into top-level positions (Question Twenty-Five A-E). In contrast, Black employees consistently gave the lowest ratings of progress across all minority groups in reaction to the question “What is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the last 10 years?” Other Minority employees show higher ratings than Black employees but still lower than White employees.

This pattern of results indicates that while progress is being perceived, there is still a gap between minority and non-minority groups that needs to be explored and addressed further.

FRUSTRATION WITH COLLEAGUES OF OTHER GROUPS

As mentioned above in organizational strengths section, it appears that while frustrations with colleagues is not confined to those of another ethnic or race group, it is occurring in half the instances in which coworkers are regularly experiencing frustration when trying to deal with one another (see Question Twenty-Seven A and B). Because the survey questions do not provide insight into why these frustrations occurred, DeCA needs to go beyond the results and gather more input about the root causes and reasons behind these frustrations. Once root causes are discovered, actions can be crafted to address these issues (e.g., communication or conflict management training, clarification of job roles or better job training). Even if there are no compelling group-based differences at the root of these frustrations, addressing them across the board is likely to result in a smoother functioning organization with a more positive work climate.

PERCEIVED PAY INEQUITY SHARPER FOR SOME GROUPS

Four groups tend to be more likely to perceive they are paid less than others doing similar work. These are Females, Blacks, Other Minority Race, and Region Level employees (Question Thirty, 41%, 41%, 42%, and 42% respectively answered that they are paid less). While these differences are not drastically less favorable than those of other groups (e.g., Whites and Males both at 35%) they are large enough to merit concern and further exploration.

GENERAL GUIDELINES FOR ORGANIZATIONAL STRENGTHS AND AREAS FOR IMPROVEMENT

DeCA should note that a number of issues in the survey fell between what would be considered a clear strength and a clear opportunity for improvement. Typically when positive results (e.g., Strongly satisfied and Satisfied percentages) exceed 75% they can be considered outright strengths. When results exceed 30% negative results (e.g., Strongly dissatisfied and Dissatisfied percentages) they are clearly areas for improvement. When results fall between these guidelines (e.g., 20% negative and 50% positive) they are neither clearly a strength nor an area for improvement. In these cases organizations need to examine these results and (based on organizational culture, goals and initiatives) prioritize these results as being relative strengths or relative areas in which improvement is needed.

STORE LEVEL AND HEADQUARTER COMPARISON

Within the survey results, there are some differences between employees who are at a Store Level location and those who work at Headquarters. While there are some differences for Region Level employees, the focus of this section will be on the two locations with the largest number of respondents and biggest differences between groups. Also, only the greatest differences between the two locations are discussed in this section. Further location results can be found in the body of this report. Overall, if a difference cannot be explained by the natural differences between the types of locations, then the issue should be investigated further to find the cause of the difference and determine what or whether action should be taken.

PERCENTAGE OF RECEIVED PROMOTIONS DIFFERS

One of the differences is for Question Seven (Did you receive the most recent position you applied for?). Fifty-six percent (56%) of Store Level and 37% of Headquarters employees marked “Yes.” This difference could be due to the type of jobs available, strength of competition for the job in question, the number applying for the job, or level of job.

WILLING TO RELOCATE

For Question Eleven, 41% of Store Level employees and 10% of Headquarters employees marked “You weren’t able or willing to relocate for the job or assignment” as a reason for not applying for a promotion or developmental opportunity. This difference could be due to the natural difference between the two types of locations. Headquarters, as a single location, would not (in general) require relocation whereas there are multiple Store Level locations and the promotion or developmental opportunity could be at another location.

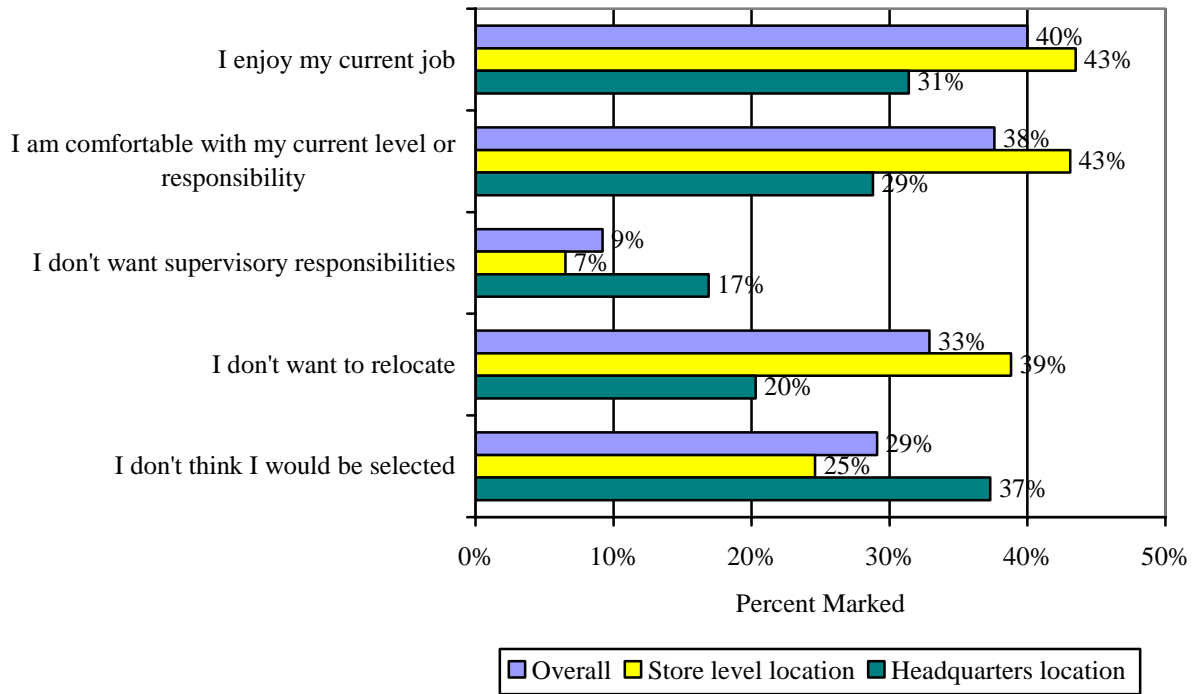
ORGANIZATION VALUES MINORITY OPINIONS

Sixty-one percent (61%) of Store Level employees rate DeCA as “Good” or “Very Good” on “23b. Your organization on the extent to which it values the opinions and insights of minority employees.” Only 43% of employees at Headquarters would rate DeCA this way. DeCA may want to investigate this further. It is possible that this does not indicate exclusion of minority employees from the decision making process if Headquarters employees that are minority members tend to not be in decision making roles (e.g., if the majority of minorities at Headquarters are in lower level positions they would not be as likely to be included in decision making).

PROMOTION APPLICATION

There are multiple differences by location for Question Nineteen, “Why is it unlikely that you will apply for a promotion?” Store level employees were more likely to mark the following reasons: I enjoy my current job (43%), I am comfortable with my current level of responsibility (43%), and I don’t want to relocate (39%). Headquarter employees were more likely to mark: I don’t want supervisory responsibilities (17%) and I don’t think I would be selected (37%).

19. Why is it unlikely that you will apply for a promotion?



Key differences between the Store Level and Headquarters in choosing not to apply for a promotion are:

- At the Store Level, many employees are self-selecting out of applying for promotions due to enjoyment and comfort with their current job and because they do not want to relocate.
- Employees at Headquarters are more likely to not apply for a promotion because of the job criteria. That is the job has supervisory responsibilities that the employee does not want to take on or they feel they would not be selected.

GENERAL RECOMMENDATIONS FOR NEXT STEPS

DeCA can obtain maximum value from these results by executing the following six key steps:

- Share the results – Communicate about the results of the survey. Tell people about the major high and low points of the data. Indicate what your next steps are and thank employees for providing their input. Be careful to ensure that you have support and resources to follow through on any commitment made in communications.
- Discuss and clarify the results to identify top issues – Meet with designated group(s) to present the data and clarify and interpret the results, especially when they are ambiguous. Identify and prioritize possible issues to address. The group might be a task force, senior management, and/or a specific cross-functional group formed to take action. Make sure to consider and review survey comments as part of this process. Often comments can provide insight into issues being grappled with or provide suggestions for change/improvement. Make sure to consider the results of the Key Driver Analysis which helps indicate areas that are relatively more influential on key survey outcomes such as satisfaction with career advancement. You should especially concentrate efforts on key drivers that are most influential and have less favorable results.
- Discover root causes for issues of concern – Once the top issues are identified, engage in root cause analysis. You may need to gather additional information on specific issues (e.g., from interviews and or focus groups). It is critical that the organization identify and act on the root causes otherwise you may address only symptoms or surface issues which will result in slow or no change.
- Craft action plans to address these root causes – Ensure that action plans are specific; have assigned responsibilities and milestones and a way to measure progress over time. Top management should be fully informed about the plans and support them. As a rule of thumb, organizations are most successful in accomplishing real change if they concentrate efforts on only a few key issues (2-3) at a time, rather than spreading actions too thin on many different issues. Once change has been effected or programs are up and running then the action-planning group can move on to other issues.

2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

- Communicate about changes made – It is critical that any changes made as a result of the survey be linked back to that input. This will let employees know their voices have been heard and that their input has an effect, increasing commitment and overall engagement with the organization.
- Evaluate progress – Periodically check to see how action plans are working and if modifications need to be made. Have deadlines/goals been met? Re-survey or gather information in other ways to gauge progress made on key issues. A full re-survey can be done after a period of time (e.g., 12 months) or the organization may use a “pulse survey” approach in which a smaller number of questions (focused on key initiatives) are offered at more frequent points in time (e.g., 6, 12, and 18 months).

Project Background

In the fall of 2008, the Department of Defense (DoD) Defense Commissary Agency (DeCA) Career Advancement Survey was delivered to DeCA locations for distribution. A survey cover letter was included. A total of 2,424 surveys were distributed. The Career Advancement Surveys were collected until December 8, 2008. Of the 2424 surveys, 1,432 participants responded. The final survey response rate was 59%. A copy of the survey can be found in Appendix A.

A companion piece to this report was also created, entitled: the DoD DeCA 2008 Career Advancement Survey Report of Means and Frequencies. The Report of Means and Frequencies is a resource used to view all of the overall survey results and survey results by three groups. The three groups are: Gender, Disability Status, and Race. (Where Race is defined by membership to one of two groups: Minority Race or Non-minority Race).

GROUP DEFINITIONS

This report contains overall survey results as well as survey results reported by demographic groups. The groups are: Gender, Disability Status, Race, Equal Pay, and Location.

GENDER

The group “Gender” is defined by “35. What is your gender?” Of the 1,432 respondents, 718 marked “Male” and 704 marked “Female”. The remaining respondents did not indicate a gender.

DISABILITY STATUS

The group “Disability Status” is defined by responses to survey questions: “4b. Please rate the impact you believe the following factors have had on your career advancement. A disability” and “8h. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive? My disability was held against me.” Respondents were considered a part of the affirmative disability group if they

answered “Very negative”, “Negative”, “Neither positive or negative”, “Positive”, or “Very positive” to Question Four B. Respondents were also considered in this group if they answered “Not important at all”, “Not very important”, “Important”, or “Very important” for Question Eight H. (Question Eight H results were filtered based on responses to Questions Five and Seven, see the “Survey Questions with GO TO Instructions” section below.) Of the 1,432 respondents, 1,037 were considered “not disabled” and 395 were considered “disabled.”

RACE

The group “Race” is defined by survey questions “34a. Are you Spanish/Hispanic/Latino?” and “34b. What is your race?” Respondents were placed into one of the following three groups, White, Black, or Other minority group. Respondents were grouped in this manner due to the smaller number of participants belonging to a minority group (except Black or African American). The respondents who marked “White” for Question Thirty-Four B and did not indicate any other race were considered “White.” Respondents who marked “Black or African American” were considered “Black.” The respondents who marked “Yes” for Question Thirty-Four A were considered an “Other minority race.” Also, respondents who marked one or more of the following options of Question Thirty-Four B were considered an “Other minority race”: American Indian or Alaska Native, Asian, or Native Hawaiian or other Pacific Islander. Of the 1,432 respondents, 765 are “White”, 372 are “Black,” and 287 are considered “Other minority race.” The remaining respondents did not indicate a race.

EQUAL PAY

The group “Equal Pay” is defined by “30. Do you feel that you are paid more, about the same, or less compared to other employees in your agency who do similar work?” Respondents were placed into one of the following two groups, Equal pay or Unequal pay. Of the 1,432 respondents, 787 marked “More” or “About the same” and are considered a part of the “Equal pay” group. The “Unequal pay” group consists of the 480 respondents who marked “Less.” The remaining respondents either marked “Don’t know” or did not indicate an answer.

LOCATION

The group “Location” is defined by “39. Where are you employed?” Of the 1,432 respondents, 938 marked “Store Level,” 93 marked “Region Level,” and 388 marked “Headquarters.” The remaining respondents did not indicate a location.

SURVEY QUESTIONS WITH GO TO INSTRUCTIONS

Some of the questions on this survey instruct the respondent to “GO TO” another question, skipping over one or more questions. A few respondents mistakenly disregarded one or more “GO TO” instructions and completed one or more survey questions instead of leaving the questions blank. In these cases, filters were applied to the data to reflect only those respondent answers that followed the “GO TO” instructions correctly. That is, if a respondent inadvertently answered a question that they should have skipped, the answer is not included in the final data shown in this report. The purpose of using filters for the questions with “GO TO” logic is to maintain the integrity of the data.

Below is a complete list of the questions and the “GO TO” instructions.

<p>5. Have you applied for another position within DeCA within the last 3 years? Yes No → GO TO QUESTION 10</p>
<p>7. Did you receive the <u>most recent</u> position you applied for? Yes → GO TO QUESTION 9* No</p>
<p>10. In the last 3 years, were there any available promotions (opportunities to work at a higher grade or pay level) <u>or</u> developmental opportunities (for example, assignment to a high-visibility task force or group project) that you chose <u>not</u> to apply for? Yes, there were opportunities I chose not to apply for → CONTINUE WITH QUESTION 11 No, there were opportunities, and I did apply for them → GO TO QUESTION 12 No, there were no such opportunities during the last three years → GO TO QUESTION 12</p>
<p>15. When your supervisor is away for a short period of time, is the responsibility to serve as the “acting supervisor” always assigned to an employee at a higher grade than yourself? Yes → GO TO QUESTION 17 No Not applicable-no one acts for my supervisor when he or she is away → GO TO QUESTION 17</p>
<p>18. Is it likely that you will apply for a promotion within the next 5 years? Very unlikely Somewhat unlikely Neither unlikely nor likely → GO TO QUESTION 20 Somewhat likely → GO TO QUESTION 20 Very likely → GO TO QUESTION 20</p>

2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

20. How likely is it that you will strive to be a GS-15 or higher during your career?

Very unlikely

Somewhat unlikely

Neither unlikely nor likely → GO TO QUESTION 22

Somewhat likely → GO TO QUESTION 22

Very likely → GO TO QUESTION 22

24. Were you an employee with DeCA 10 years ago?

Yes

No → GO TO QUESTION 26

* Question 7 “GO TO” instruction was mislabeled on the survey.

QUESTION SEVEN

The Question Seven “GO TO” instruction was mislabeled on the distributed survey. The instructions “GO TO QUESTION 9” should have been placed next to the “Yes” response option, not the “No” response. The issue was noticed shortly after surveys were already in the field and communications were sent to notify survey participants of the proper instruction placement (see Appendix B). Of the 735 respondents that answered Question Seven, 377 marked “Yes” and 358 marked “No.” Of the 377 who marked “Yes,” a majority (335, 89%) correctly skipped to the items in Question Nine. Of the 358 who marked “No,” a slight majority (194, 54%) correctly proceeded to the items in Question Eight. Only those respondents who correctly navigated from Question Seven to Question Eight or Nine were included in reported results for those questions.

Narrative Report

As stated in the previous section, survey results will be displayed as overall results but group results will be shown where there are notable differences between groups. The possible groups are: Gender, Disability Status, Race, Equal Pay, and Location. More information about these groups can be found in the “Project Background” section.

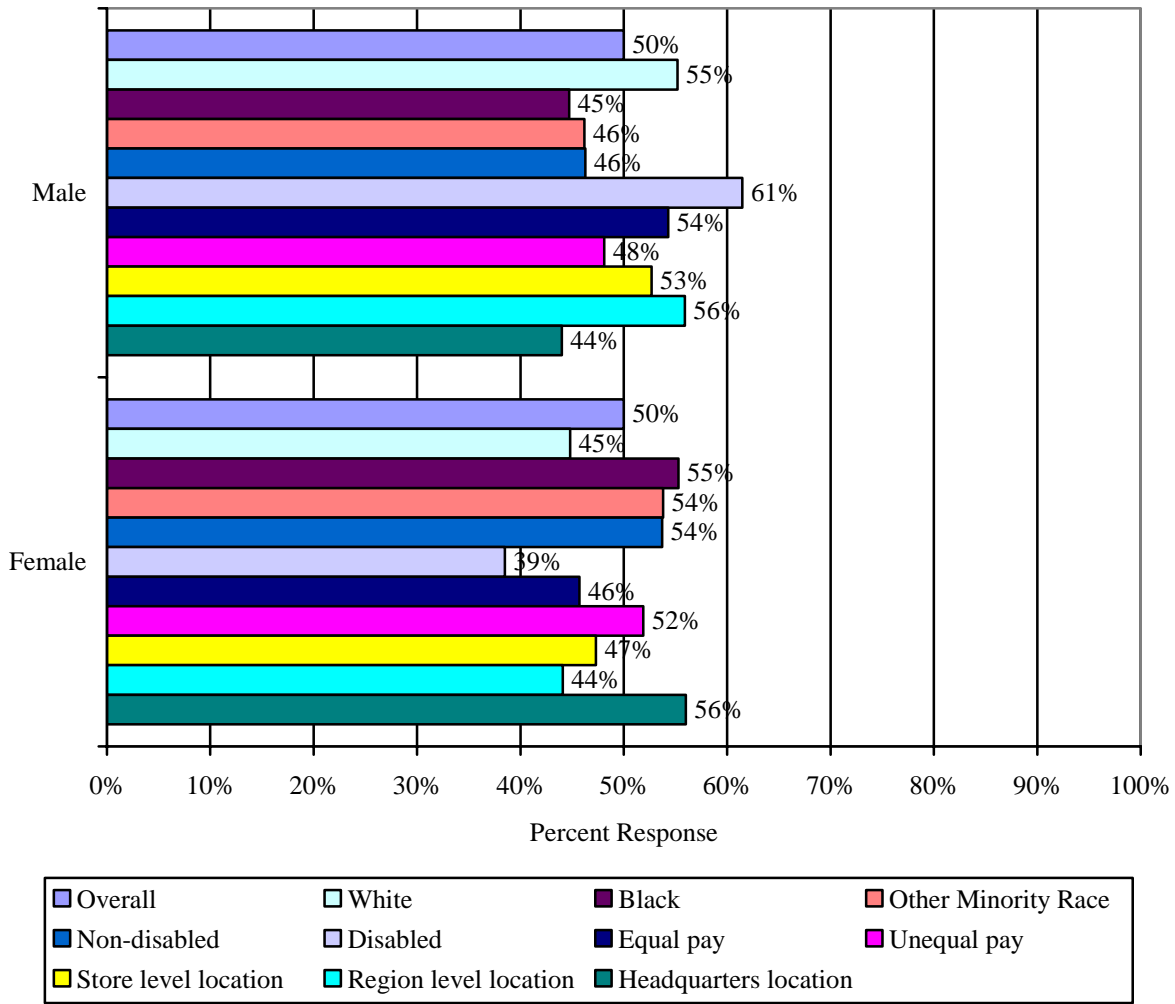
PARTICIPANT DEMOGRAPHICS

The majority of the survey results in this report include both the overall survey results and results by at least one of the groups listed below.

		Frequency	Percentage
Gender	Male	718	50%
	Female	704	50%
Race	White	765	54%
	Black	372	26%
	Other minority race	287	20%
Disability Status	Non-disabled	1037	72%
	Disabled	395	28%
Equal Pay	Equal pay	787	62%
	Unequal pay	480	38%
Location	Store level location	938	66%
	Region level location	93	7%
	Headquarters location	388	27%

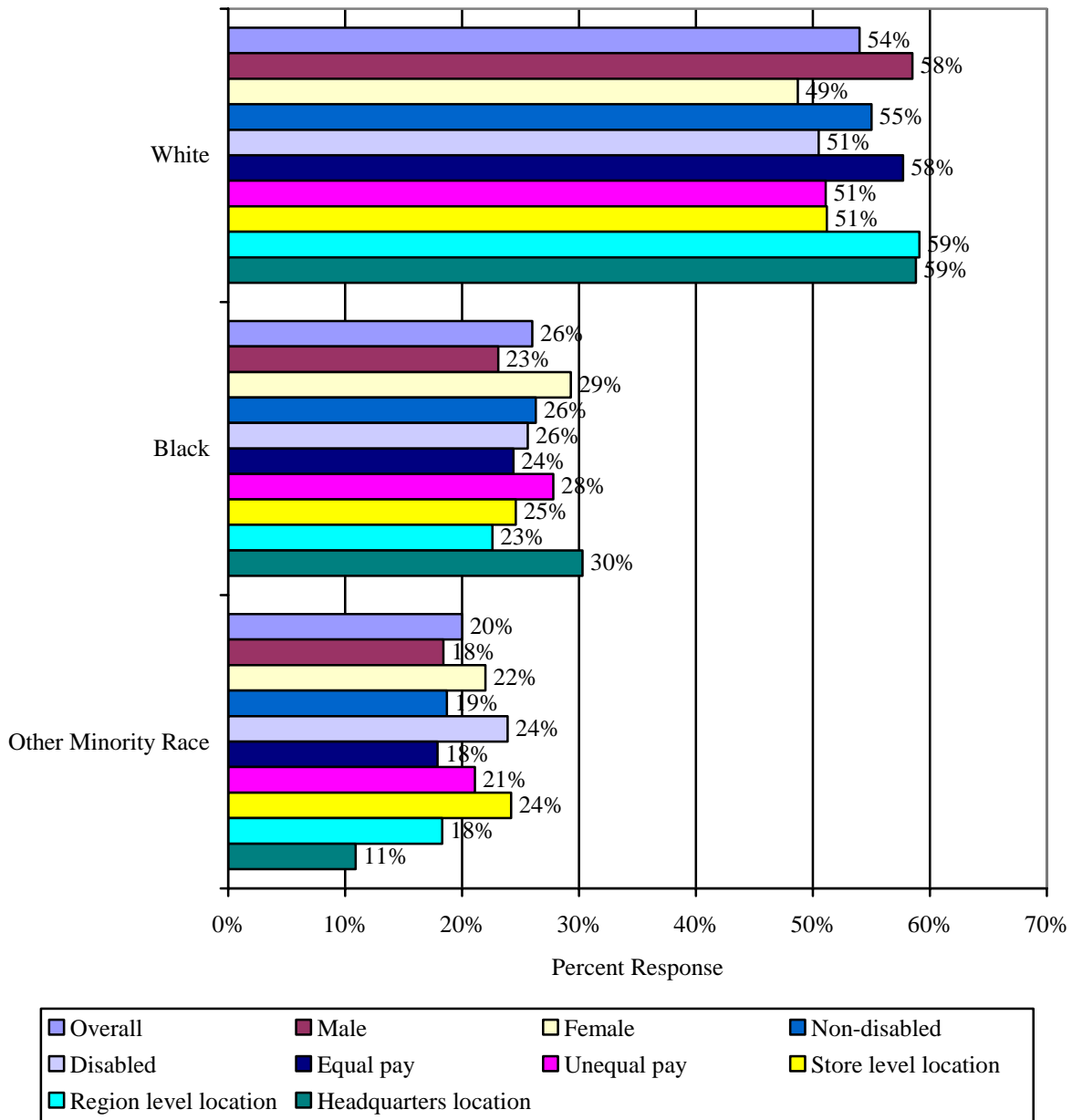
Half of the respondents are males (50%) and half female (50%). A little more than half (54%) are white, 26% are Black, and 20% of the respondents are another minority race other than Black. Twenty-eight percent (28%) of respondents have a disability and 38% feel they are paid less than other employees in their agency who do similar work. Sixty-six percent (66%) of the respondents work at the Store Level, 7% work at the Region Level, and 27% work at headquarters.

35. What is your gender?



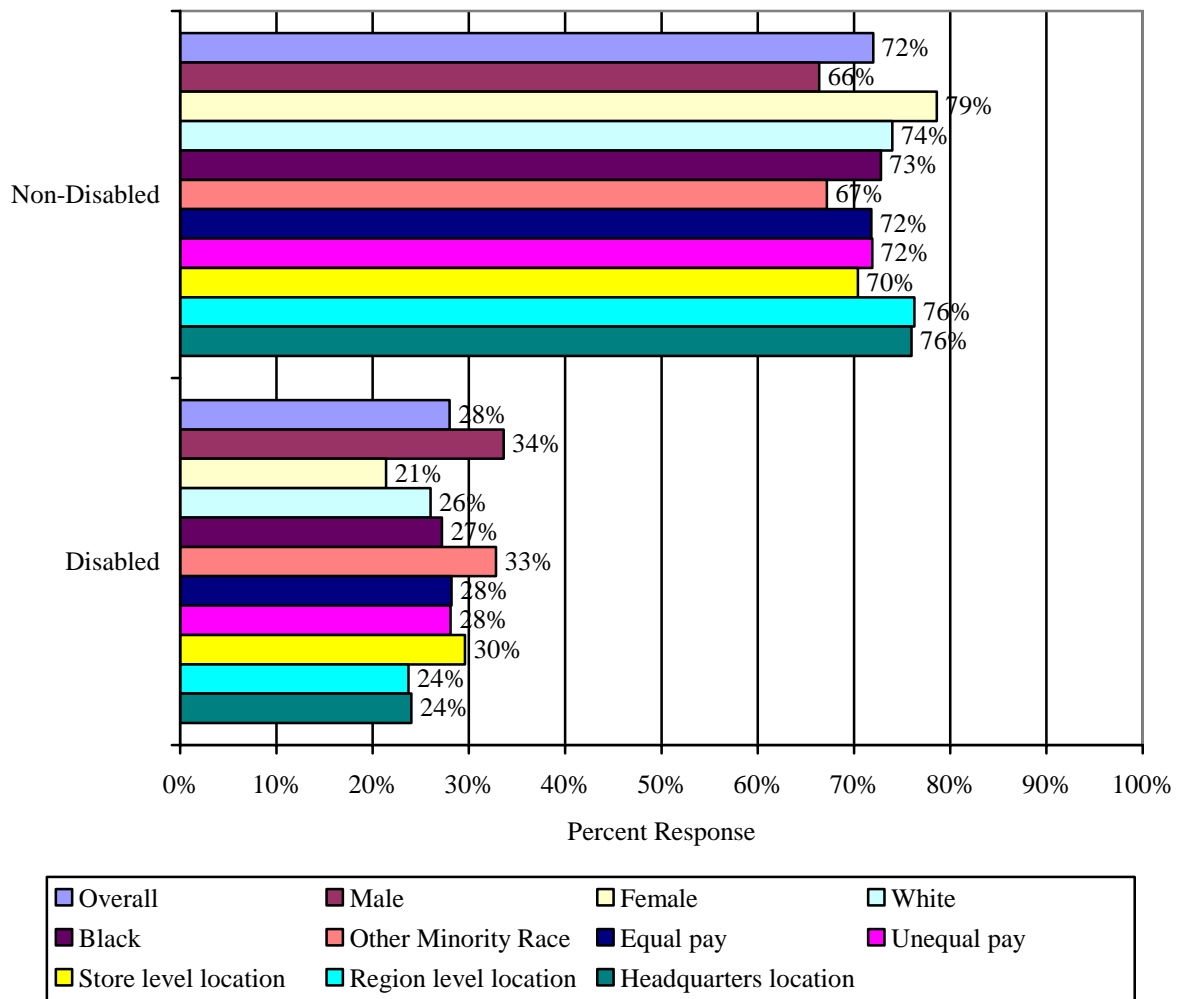
Respondents who are White (55%), Disabled (61%), or work at a Region location (56%) are more likely to be male. The groups that have a higher percentage of women are: Minority respondents (Black, 55%, Other Minority Race, 54%), employees who are not disabled (54%), and employees at headquarters (56%).

34. What is your Race?



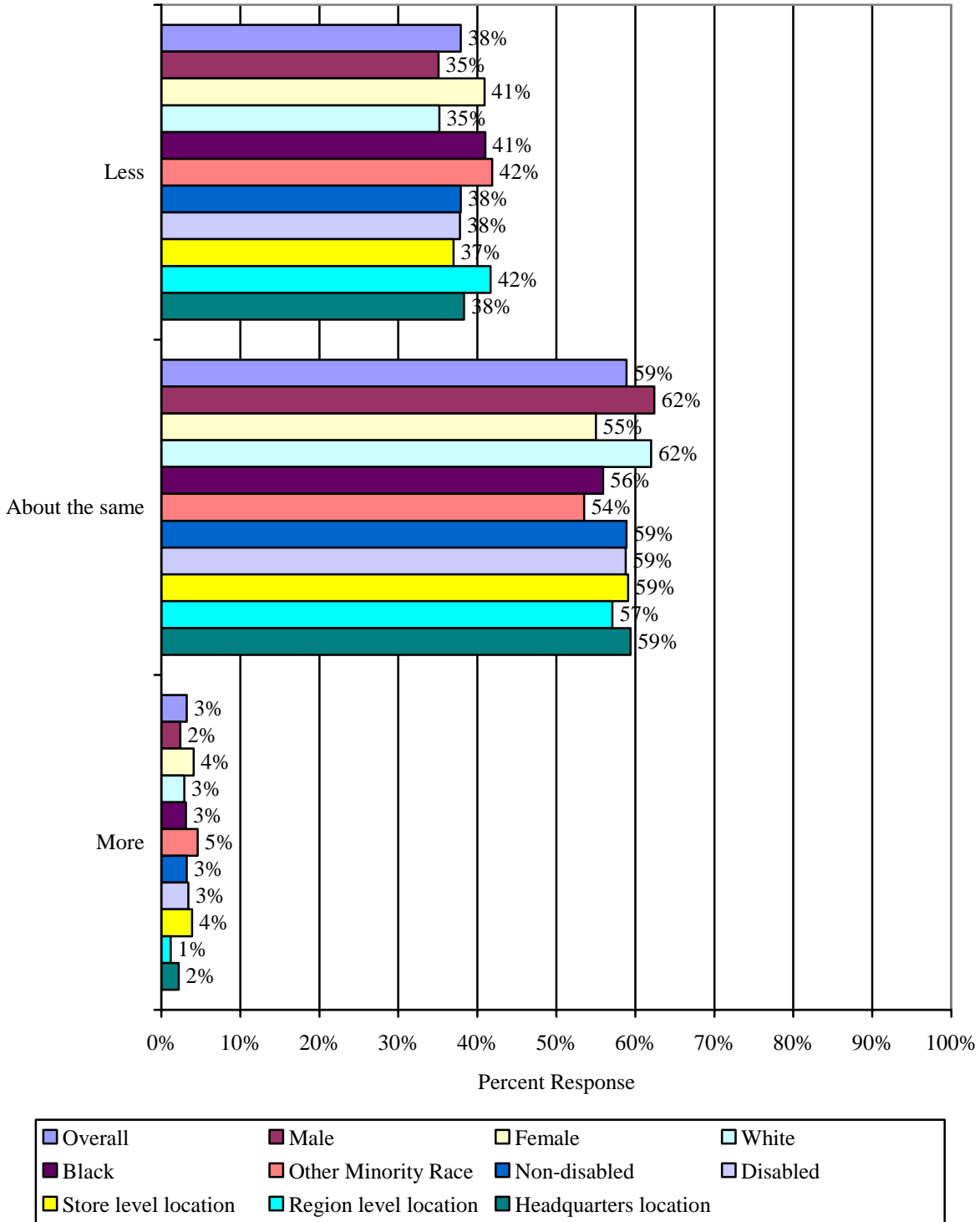
Respondents who are male (58%), who feel they are paid equal or more than other employees (58%), or work at either the Region location (59%) or Headquarters (59%) have higher percentages of employees who are White. The groups that have a higher percentage of Black employees are: women (29%) and employees at headquarters (30%). The groups that have a higher percentage of Other Minority Race employees are: Disabled employees (24%) and employees at the Store Level (24%).

Do you have a disability?



Respondents who are female (79%) or work at either the Region location (76%) or Headquarters (76%) have higher percentages of employees who are not disabled. The groups that have a higher percentage of employees who are disabled are: men (34%) and employees who are a minority race other than Black (33%).

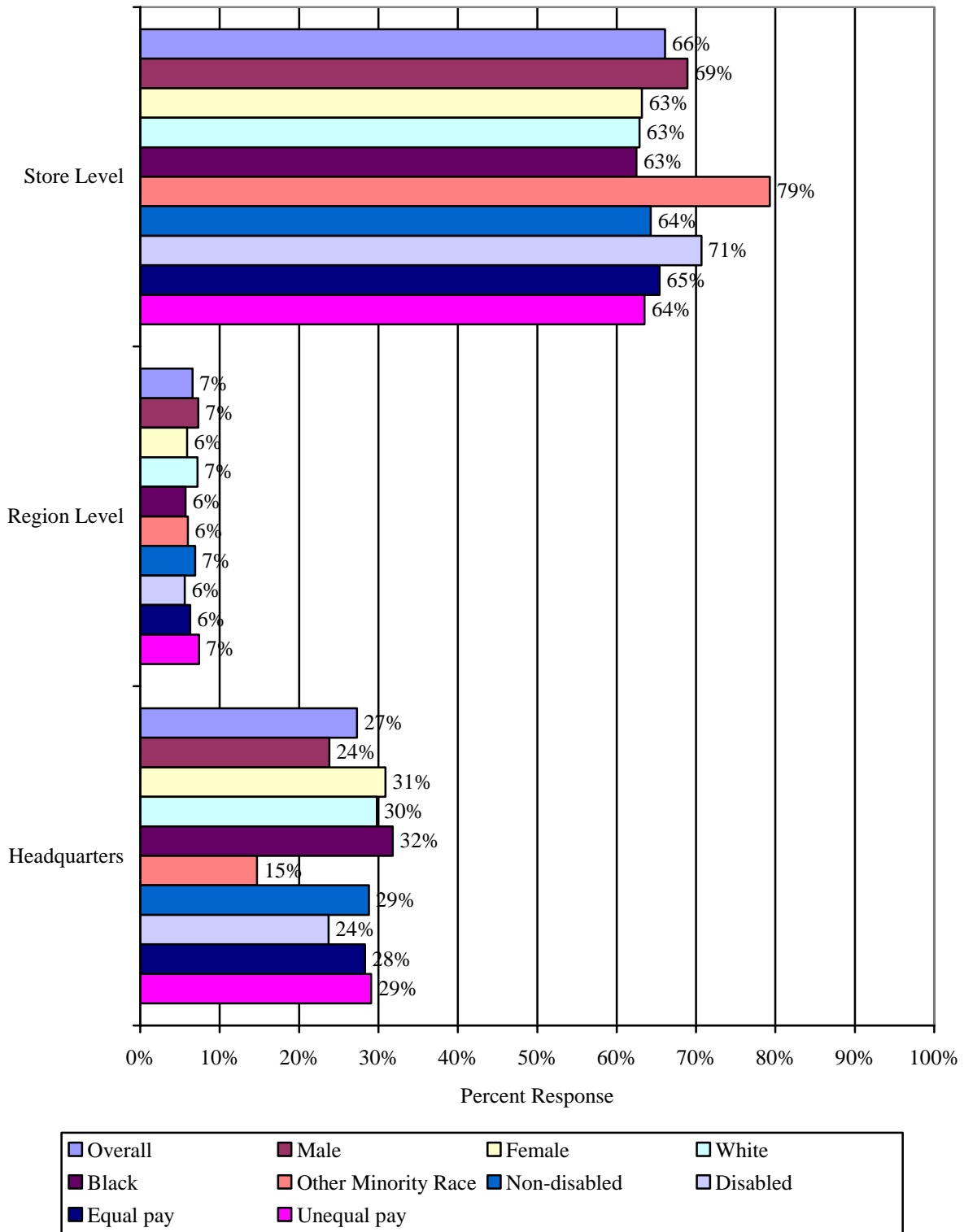
30. Do you feel that you are paid more, about the same, or less compared to other employees in your agency who do similar work?



2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

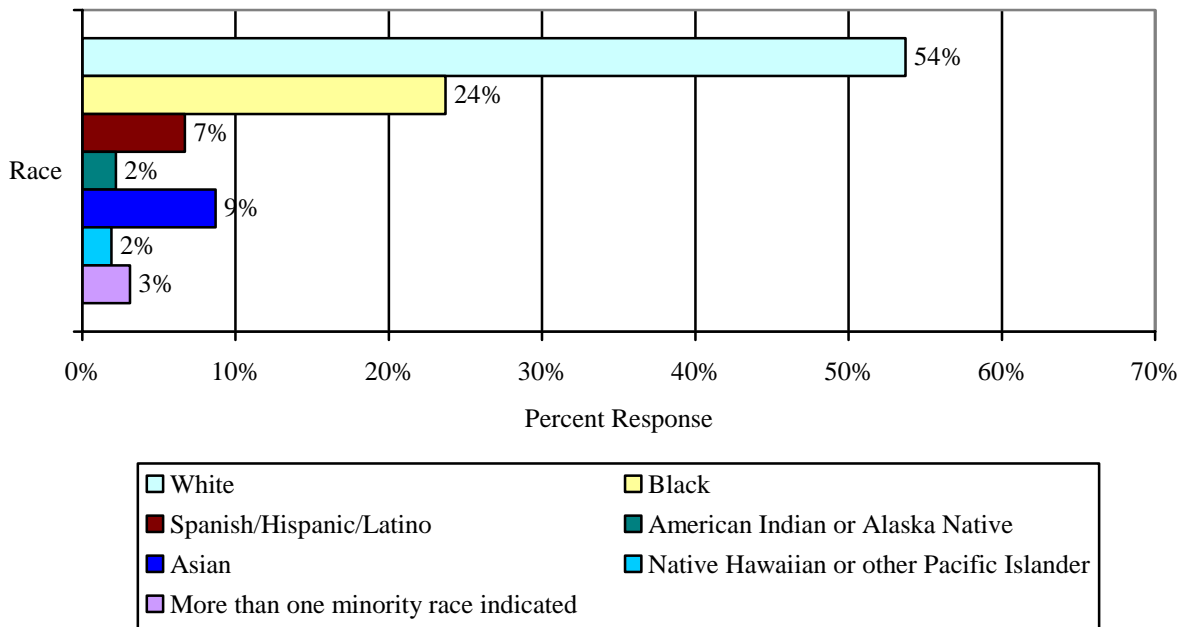
Respondents who are a minority race other than Black (42%) or work at the Region location (42%) have higher percentages of employees who feel they are paid less than other employees. The groups that have a higher percentage of employees who feel they are paid about the same as other employees are: men (62%) and White (62%). The group that has a higher percentage of employees who feel they are paid more than other employees is: Other Minority Race (5%)

39. Where are you employed?



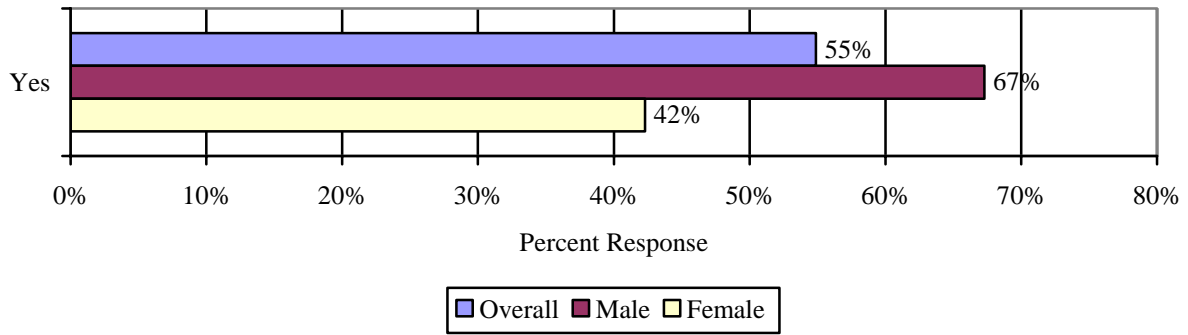
Overall, 66% of participants work at the Store Level, 7% work at the Region Level, and 27% work at Headquarters. There is a higher number of “Other Minority Race” (i.e., all minority races except for Black) represented at the Store Level. There also seems to be more representation of men and workers who have a disability at the Store Level. These differences are also seen at the Headquarters only in reverse, there are higher percentages of women, White, Black, and non-disabled employees. There are no compelling differences seen at the Region Level.

34. What is your race?



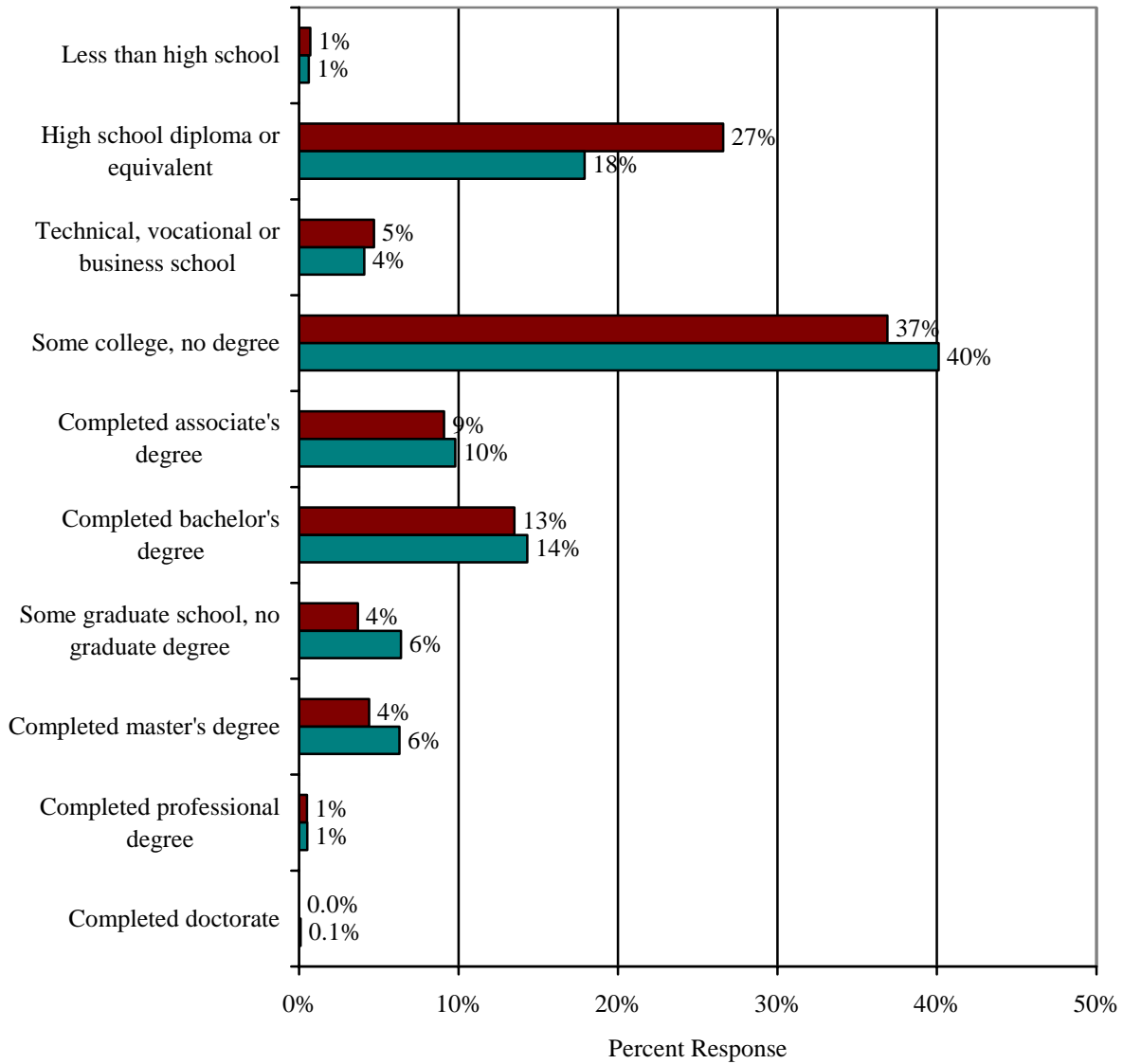
More than half of the respondents are white (54%). Twenty-four percent (24%) are Black, 9% Asian, 7% Spanish/Hispanic/Latino, 2% American Indian or Alaska Native, and 2% Native Hawaiian or other Pacific Islander. Three percent (3%) indicated they were members of one or more minority group.

36. Is your immediate supervisor the same gender as you?



Overall, 55% of respondents reported that their immediate supervisor was the same gender as themselves. More often the supervisor of the same sex was male (67%).

Education



37. What is the highest level of education you had completed at the time of your first position within DeCA?
 38. What is the highest level of education that you have now?

A majority of respondents (64%) had either a High school diploma or some college at the time of their first position within DeCA. This is still true of the survey respondents at this point in their DeCA career, 58% have either a High school diploma or some college. This number decreased because over the years these DeCA employees have gone further with their education. More employees have completed higher degrees than when they first started.

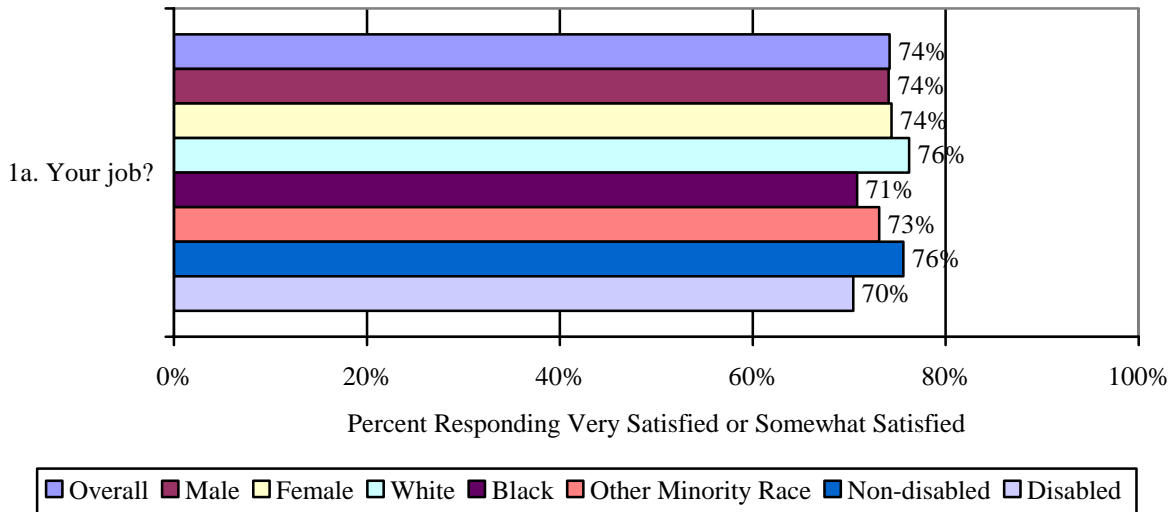
SURVEY RESULTS

QUESTION ONE

Question One, Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for the Defense Commissary Agency (DeCA)?, has three aspects, the results of which are presented below.

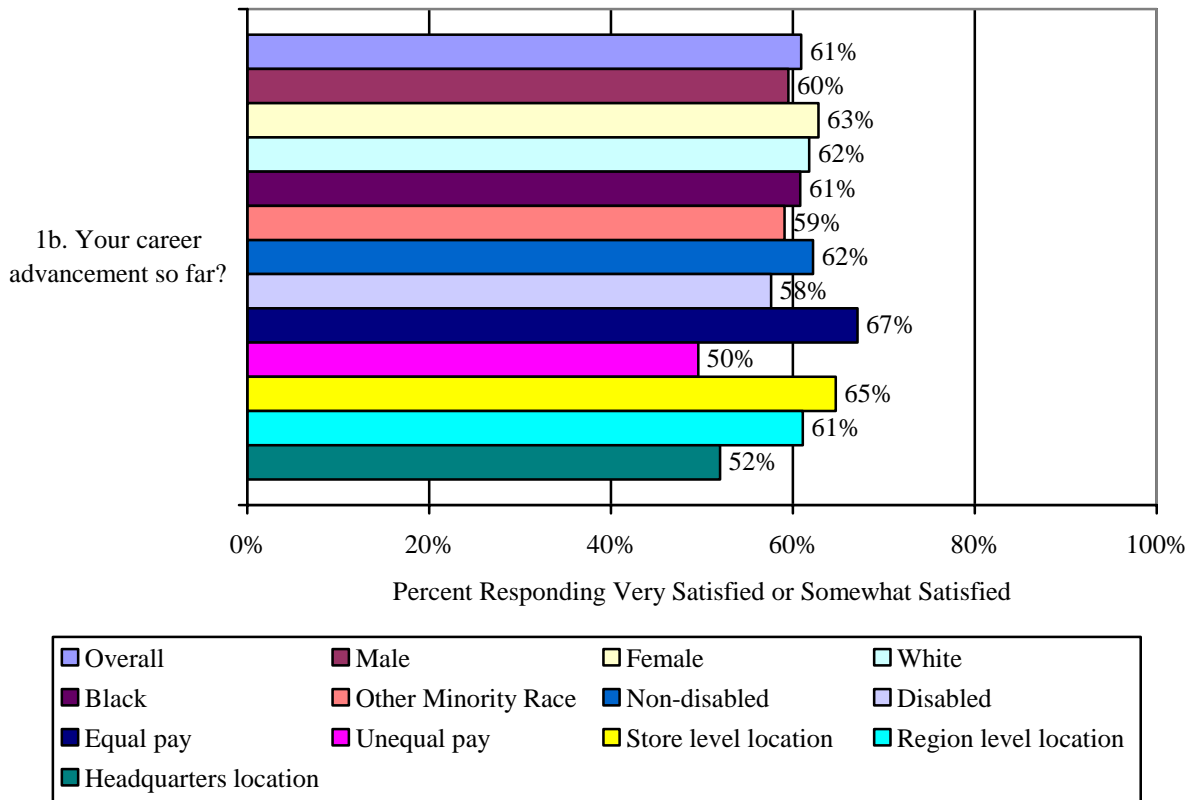
- 1a. Your job?
- 1b. Your career advancement so far?
- 1c. Your supervisor?

1. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for DeCA?



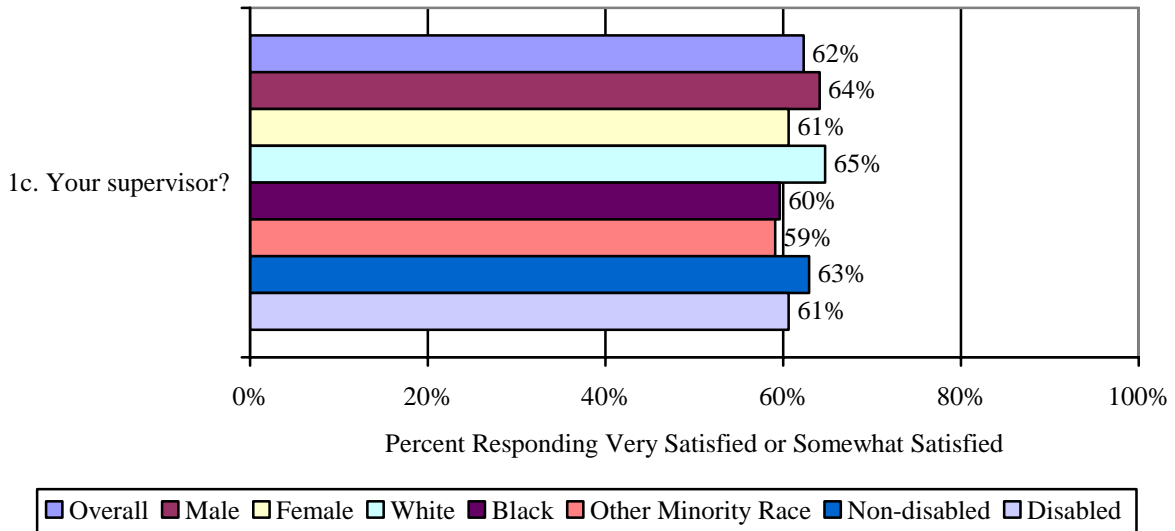
Overall, 74% of respondents are either “Very satisfied” or “Somewhat satisfied” with their job. There are some differences in job satisfaction for Race, where White employees seem to have higher job satisfaction than Black employees. Also, employees without disabilities have higher job satisfaction than those with a disability. There were no major differences for job satisfaction within the other groups.

1. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for DeCA?



Sixty-one percent (61%) of respondents are either “Very satisfied” or “Somewhat satisfied” with their career advancement so far. There are some minor differences within Race. The biggest differences are within the Equal pay and Location groups. Participants who receive equal or more pay than their peers have a higher percentage of satisfaction (67%) compared to participants who feel their pay is below their peers (50%). Also, employees at Headquarters have lower satisfaction (52%) with their career advancement so far compared to the other two locations (65% Store Level and 61% Region Level). There were no major differences between men and women for satisfaction with career advancement.

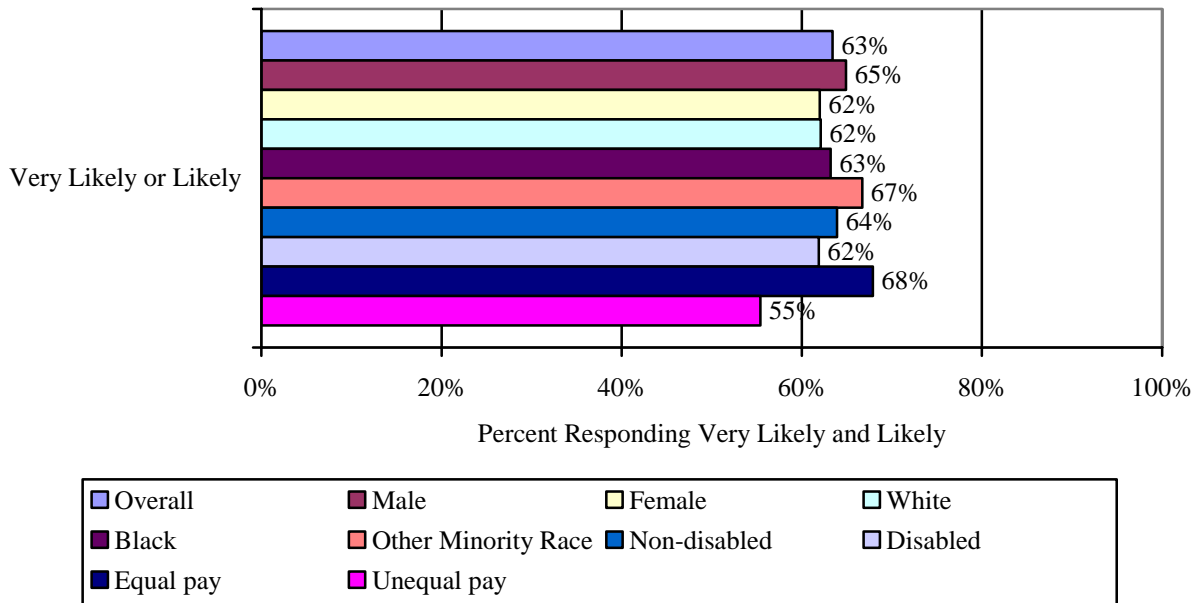
1. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for DeCA?



Overall, 62% of respondents were “Very satisfied” or “Somewhat satisfied” with their supervisor. While there are no huge differences, it appears clear that White employees are somewhat more satisfied (65%) with their supervisor than minority race employees.

QUESTION TWO

2. How likely is it that you would recommend DeCA as a great place to work?

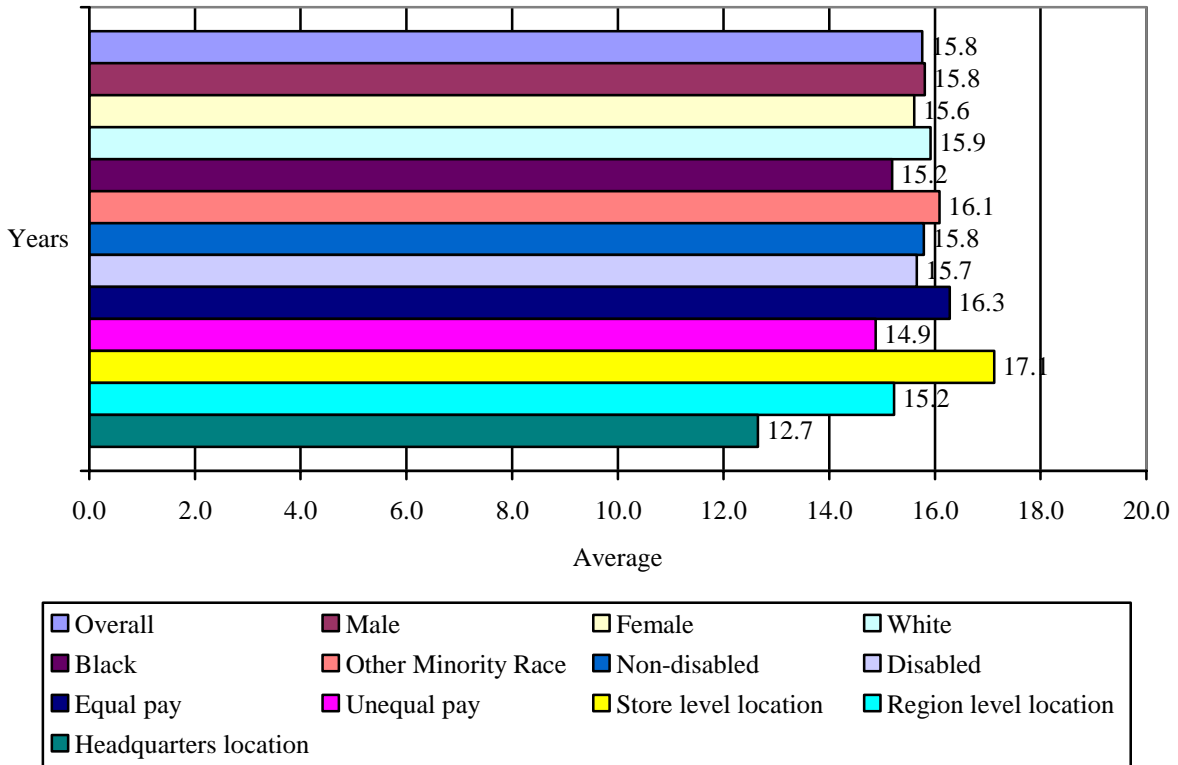


Sixty-three percent (63%) of employees would be “Very likely” or “Likely” to recommend DeCA as a great place to work. Also, employees who receive equal or more pay than their peers (68%) as well as “Other Minority Races” (67%) are more likely to recommend DeCA than the other demographic groups. It is clear that those who perceived unequal pay compared to their peers are less likely to recommend DeCA as a place to work than any other demographic group.

QUESTION THREE

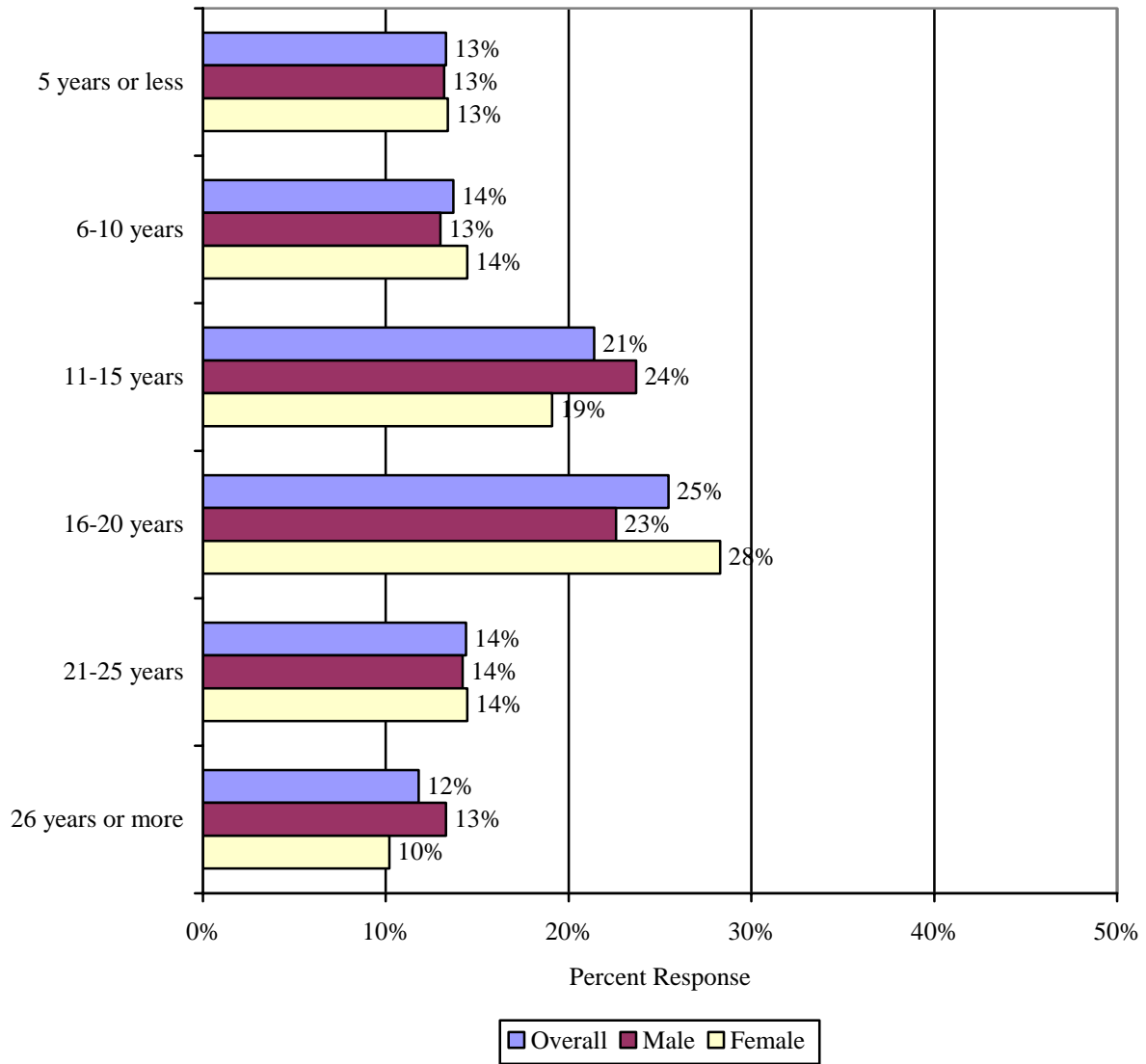
The results for Question Three, How long have you been employed as a civilian with DeCA, are presented below in multiple tables. Average tenure is discussed first, and then discussed by demographic group.

3. How long have you been employed as a civilian with DeCA?



The average tenure of a DeCA employee is almost 16 years. Most of the tenure averages for the different groups are 15 to 16 years. Employees at the Store Level have the highest tenure average of around 17 years. Headquarter employees have the lowest average tenure with around 13 years.

3. How long have you been employed as a civilian with DeCA?



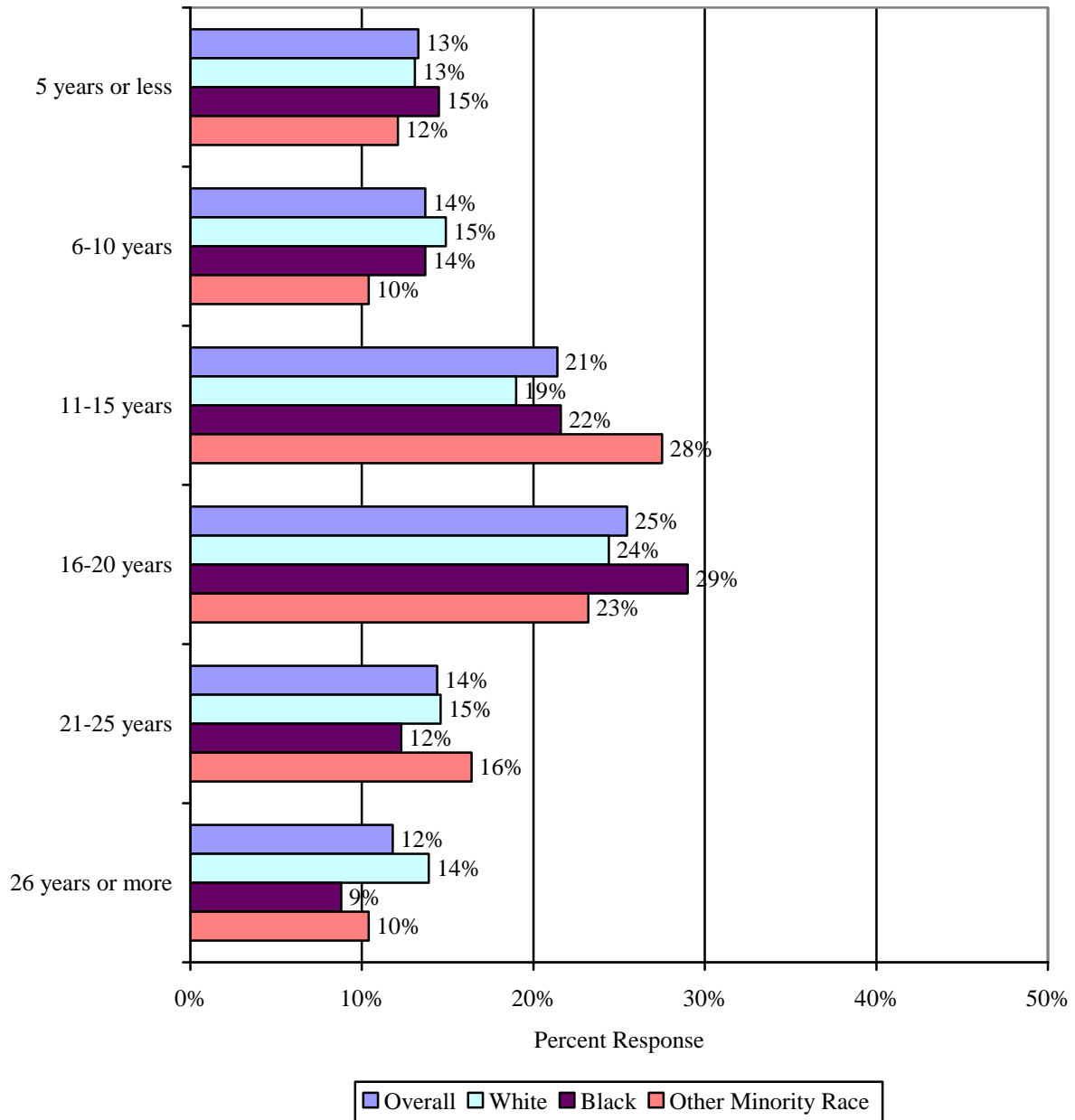
2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

Survey participant tenure at DeCA is about the same for men and women. There are slightly more women in the 16 to 20 year range and men in the 11 to 15 year range. The number of employees in each tenure group can be found in Table Two.

Table Two. Number of DeCA employees in each tenure category by Gender

	5 years or less	6-10 years	11-15 years	16-20 years	21-25 years	26 years or more
Male	93	92	167	159	100	94
Female	92	99	131	194	99	70

3. How long have you been employed as a civilian with DeCA?



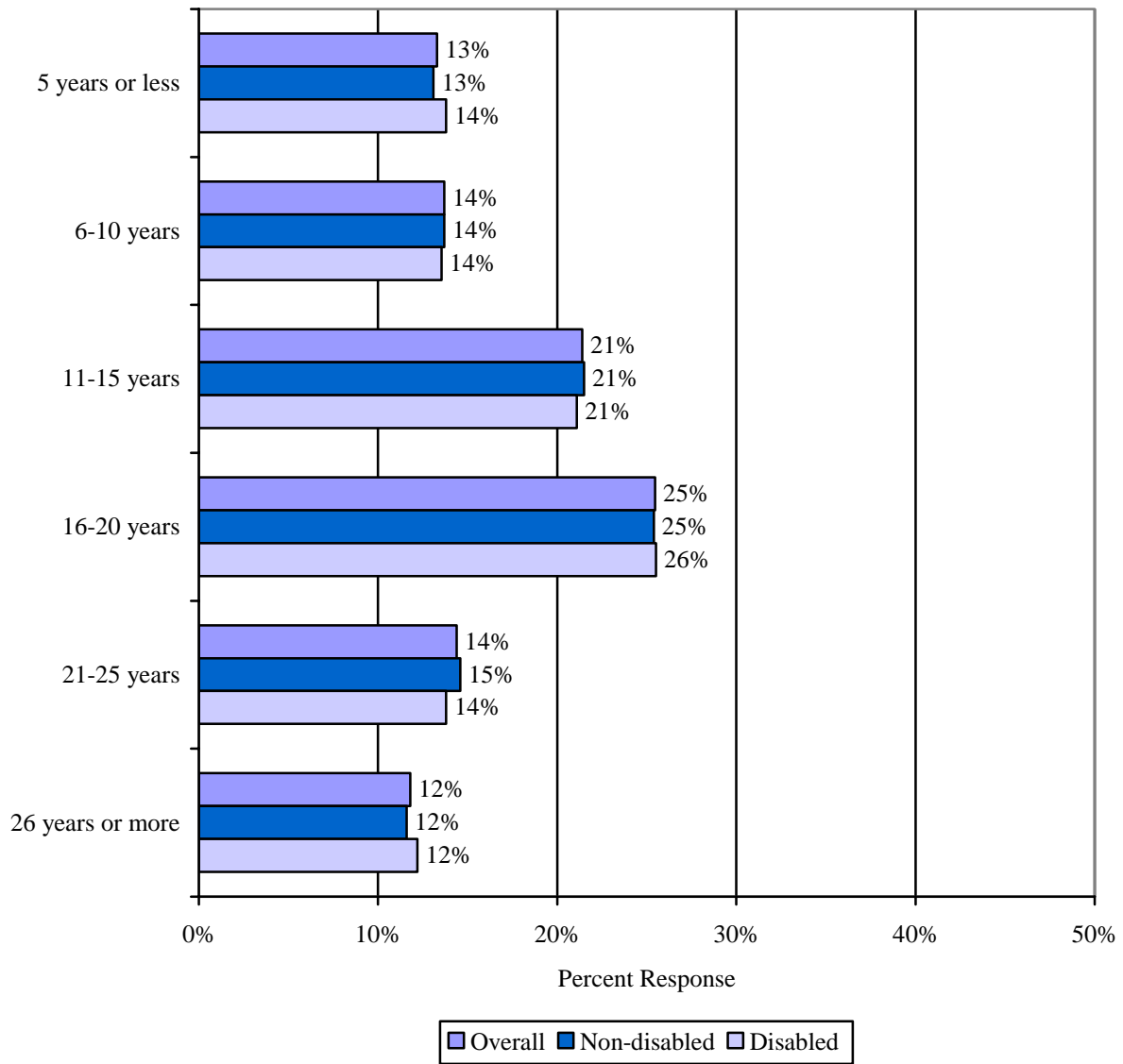
2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

There are differences in length of tenure by Race. The biggest differences are in the 11 to 15 years category where “Other Minority Race” has a higher percentage than the other Race categories, and in the 16 to 20 years category in which Black employees have the highest percentage. The number of employees in each tenure group can be found in Table Three.

Table Three. Number of DeCA employees in each tenure category by Race

	5 years or less	6-10 years	11-15 years	16-20 years	21-25 years	26 years or more
White	98	111	142	182	109	104
Black	53	50	79	106	45	32
Other Minority	34	29	77	65	46	29

3. How long have you been employed as a civilian with DeCA?



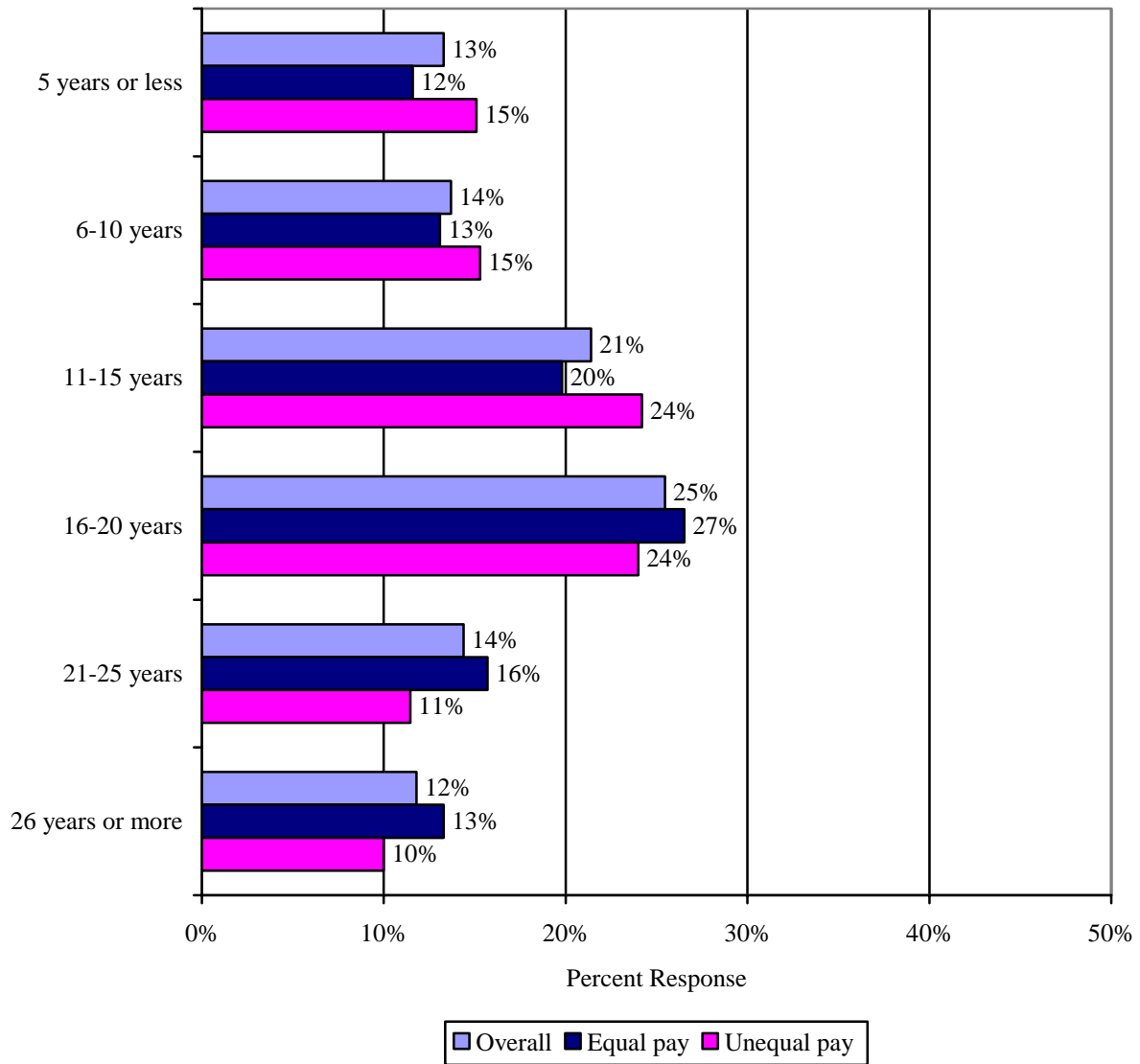
2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

Survey participant tenure at DeCA is about the same for employees with and without disabilities. The number of employees in each tenure group can be found in Table Four.

Table Four. Number of DeCA employees in each tenure category by Disability Status

	5 years or less	6-10 years	11-15 years	16-20 years	21-25 years	26 years or more
Non-disabled	133	139	218	258	148	118
Disabled	53	52	81	98	53	47

3. How long have you been employed as a civilian with DeCA?



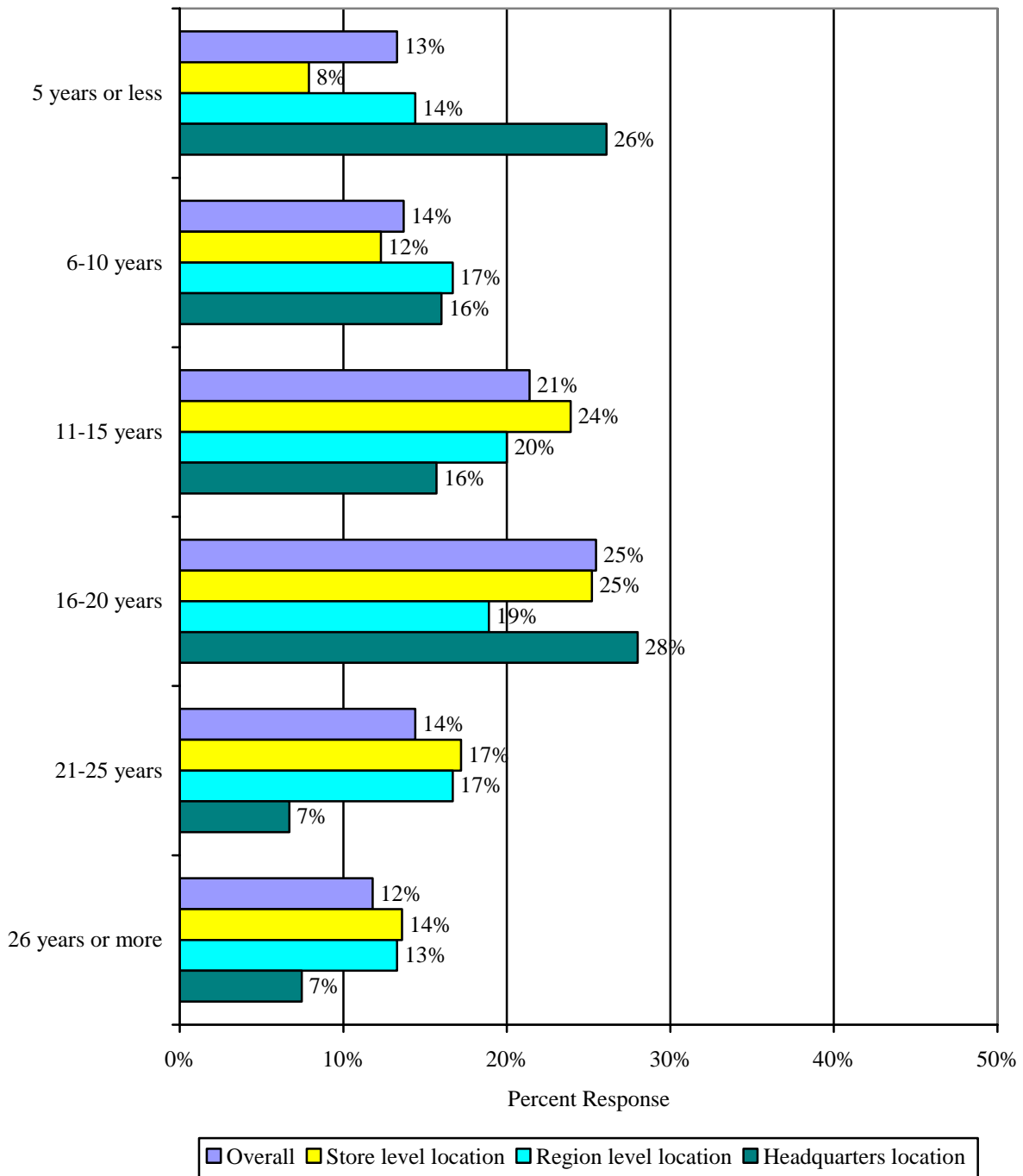
2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

The length of tenure is about the same for employees who both perceive equal or unequal pay among their peers. There is a trend that employees with less tenure in DeCA perceive less pay than those with higher pay. This trend is expected due to the natural relationship between tenure and pay (i.e., usually, the longer an employee stays at a company the more money they earn). The discrepancy between the Equal pay and Unequal pay groups is greatest at 11-15 years of tenure and 21-25 years of tenure employees. The number of employees in each tenure group can be found in Table Five.

Table Five. Number of DeCA employees in each tenure category by Pay

	5 years or less	6-10 years	11-15 years	16-20 years	21-25 years	26 years or more
Equal pay	89	101	152	204	121	102
Unequal pay	71	72	114	113	54	47

3. How long have you been employed as a civilian with DeCA?



2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

Overall the pattern for Store and Region Level employees are similar, rising relatively steadily to 16-20 years and then dropping. Headquarter's pattern differs however with spikes at five years or less and 16-20 years. The differences could be explained in part by looking at the hiring patterns. For example if there was an increase in hiring at Headquarters in the last five years that would explain the higher percent (26%) for this location for the five year or less group. The number of employees in each tenure group can be found in Table Six.

Table Six. Number of DeCA employees in each tenure category by Location

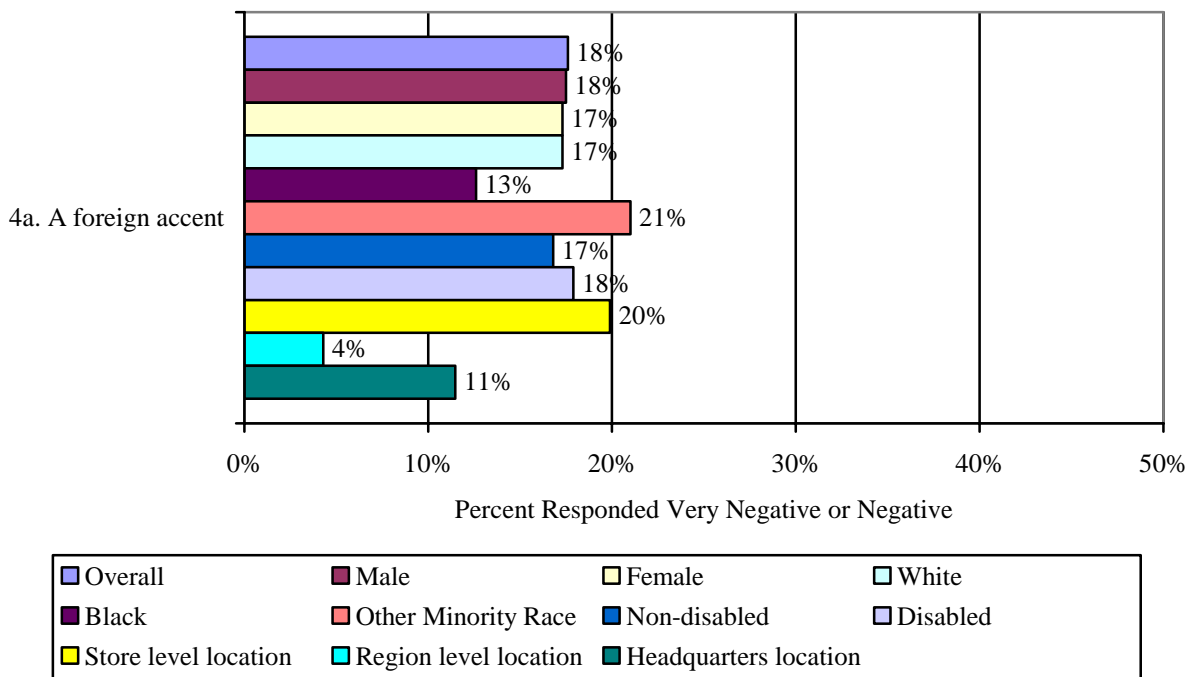
	5 years or less	6-10 years	11-15 years	16-20 years	21-25 years	26 years or more
Store Level	73	113	220	232	158	125
Region Level	13	15	18	17	15	12
Headquarters	98	60	59	105	25	28

QUESTION FOUR

Question Four, Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all), has seven factors, the results of which are presented below.

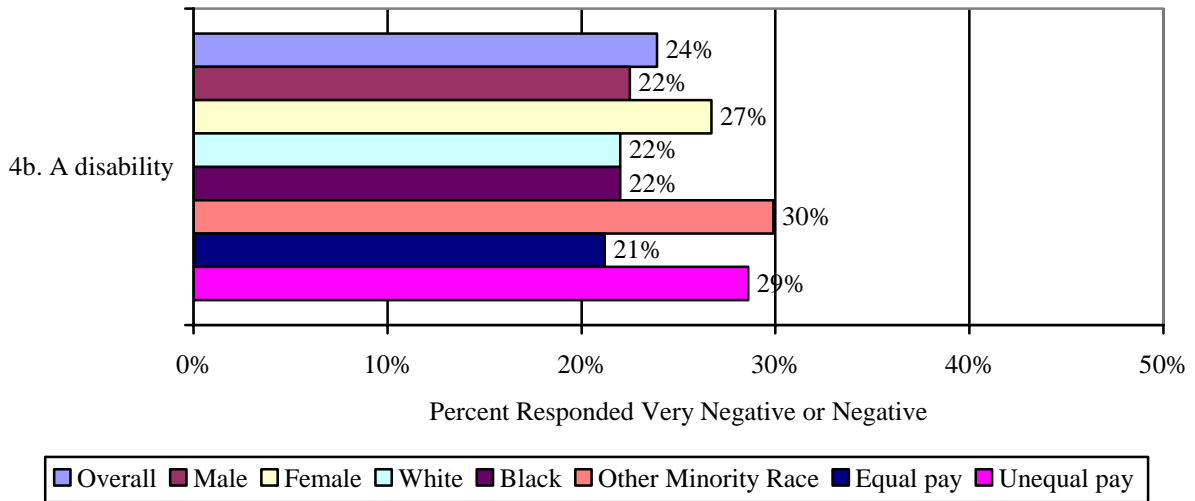
- 4a. A foreign accent
- 4b. A disability
- 4c. Family responsibilities
- 4d. My gender
- 4e. My race/national origin or ethnicity
- 4f. My religion
- 4g. My age

4. Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all).



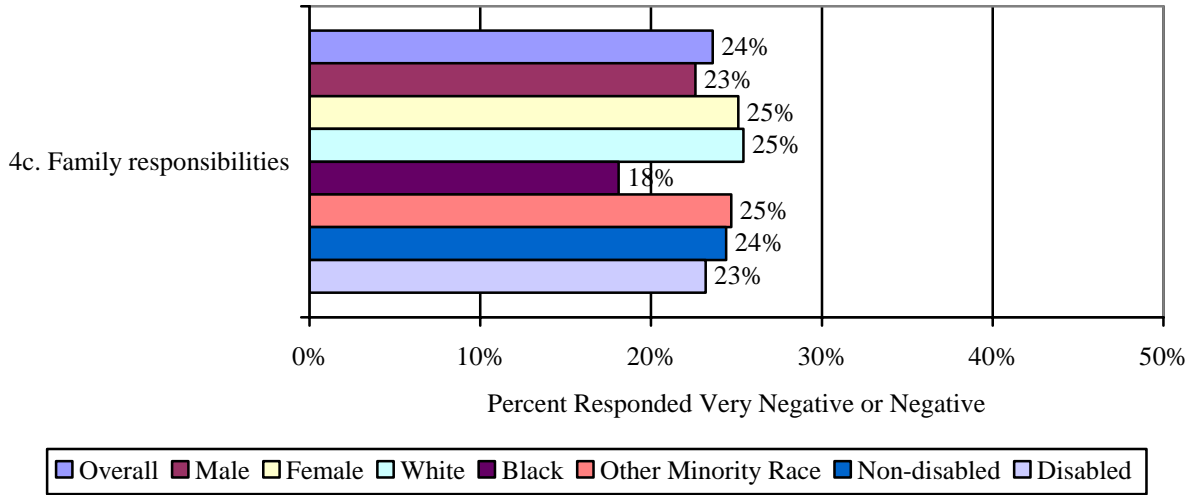
Eighteen percent (18%) of respondents believe that a foreign accent had a negative impact on their career advancement. This percentage is highest (21%) for respondents in the group “Other Minority Race.” The percent is equally as high at the Store Level but this location has a high percentage of employees in the “Other Minority Race” category so this difference is expected.

4. Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all).



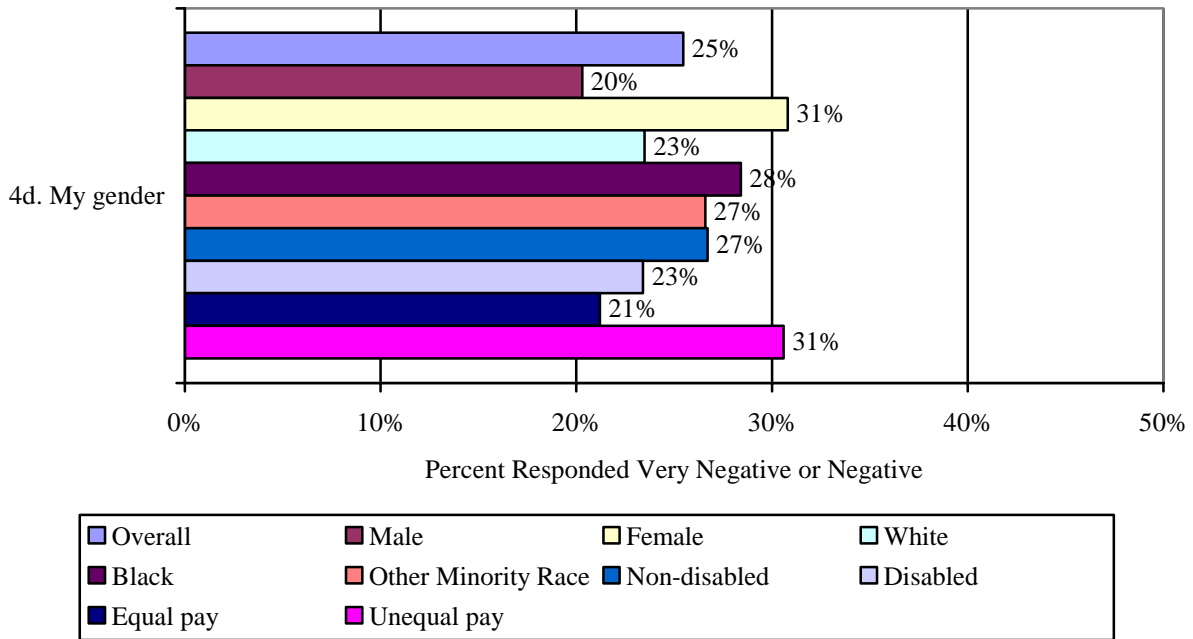
Overall, 24% of respondents felt their disability had a “Very negative” or “Negative” impact on their career advancement. Women (27%), employees of a minority race that is not Black (30%), and those that perceive unequal pay (29%) show higher percentages of perceived negative impact due to a disability.

4. Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all).



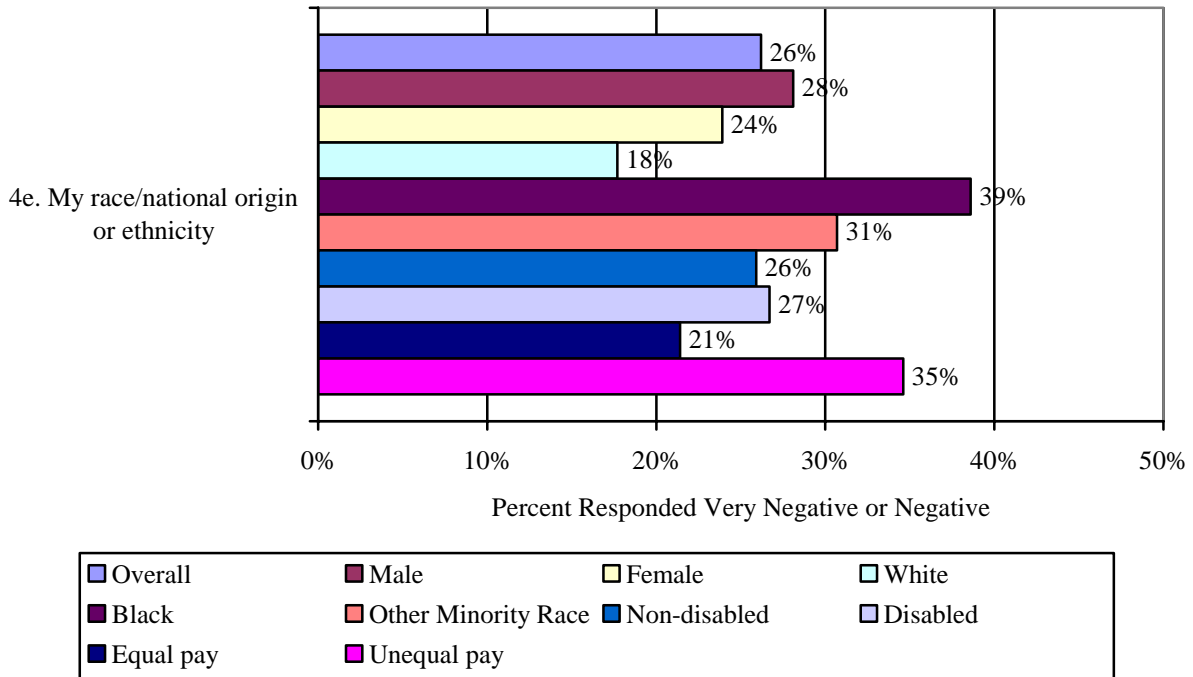
Overall, 24% percent of DeCA employees responding to the survey feel that family responsibilities had a negative impact on their career advancement. Only 18% of Black employees reported a negative impact due to family responsibilities.

4. Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all).



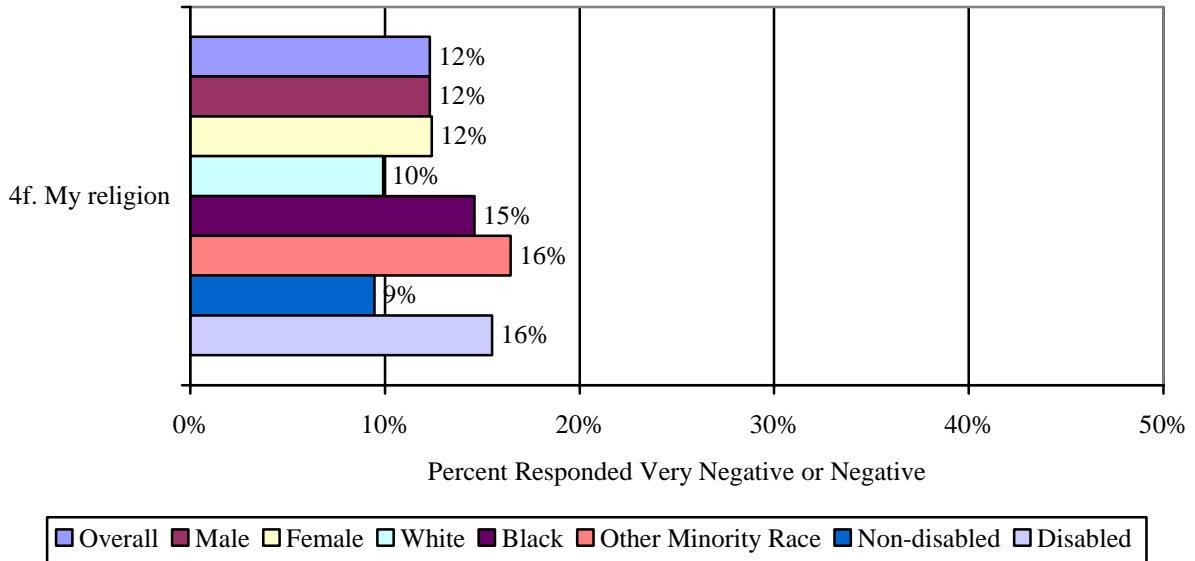
Twenty-five percent (25%) of respondents felt that their gender had “Very negative” or “Negative” impact on their career advancement. Four groups show the most concern. Women (31%), participants who perceive an inequality in their pay (31%) and Black employees (28%) were more likely to report gender as having a negative impact on their career advancement.

4. Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all).



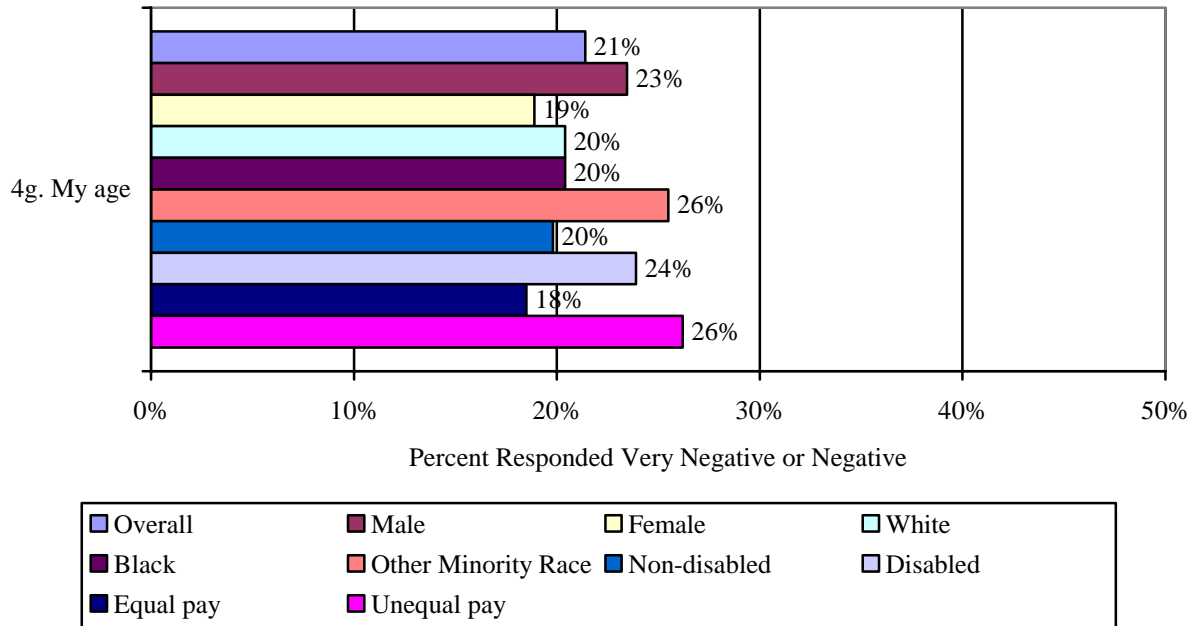
Overall, 26% of respondents indicated that their race or national origin or ethnicity had a “Very negative” or “Negative” impact on their advancement. Both minority race groups (Black, 39% and Other Minority Race, 31%) had much higher percentages of negative impact than the White employees (18%). Employees who perceive that they receive lower pay than their peers (35%) also had a higher percentage of negative impact.

4. Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all).



Only 12% of respondents rated the impact of their religion on their career advancement “Very negative” or “Negative”. There were minor differences among race and disability status, where the minority groups (Black, 15% and Other Minority Race, 16%) and employees who are disabled (16%) had higher percentages.

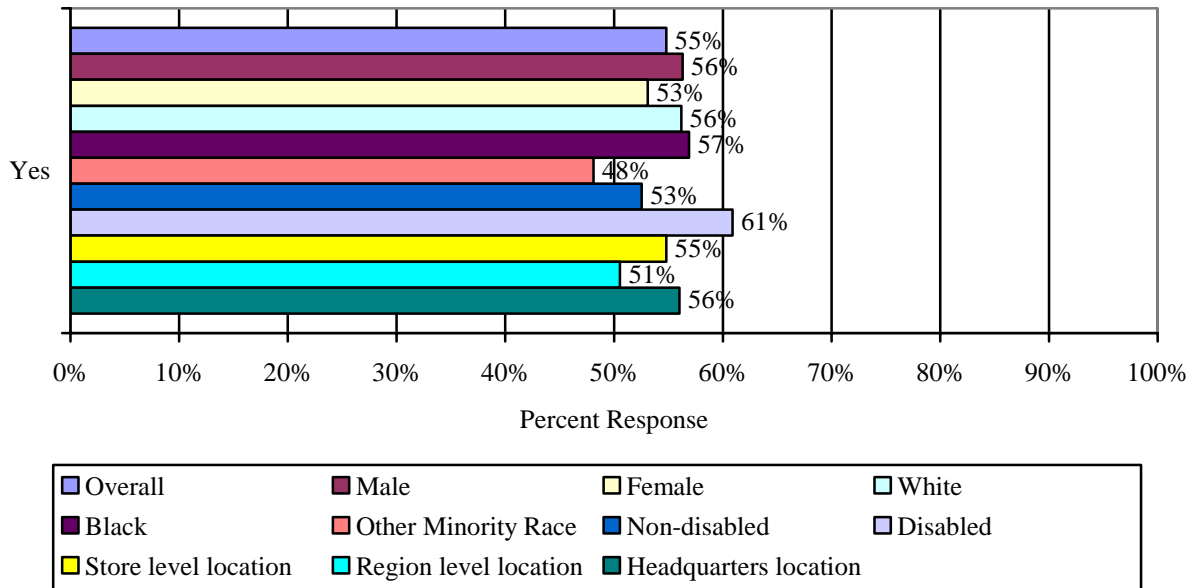
4. Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all).



Overall, 21% of employees felt their age either had a “Very negative” or “Negative” impact on their career advancement. The groups that had the highest percent “Very negative” or “Negative” were: Men (23%), Other Minority Group (26%), Disabled employees (24%), and employees in the Unequal pay classification (26%).

QUESTION FIVE

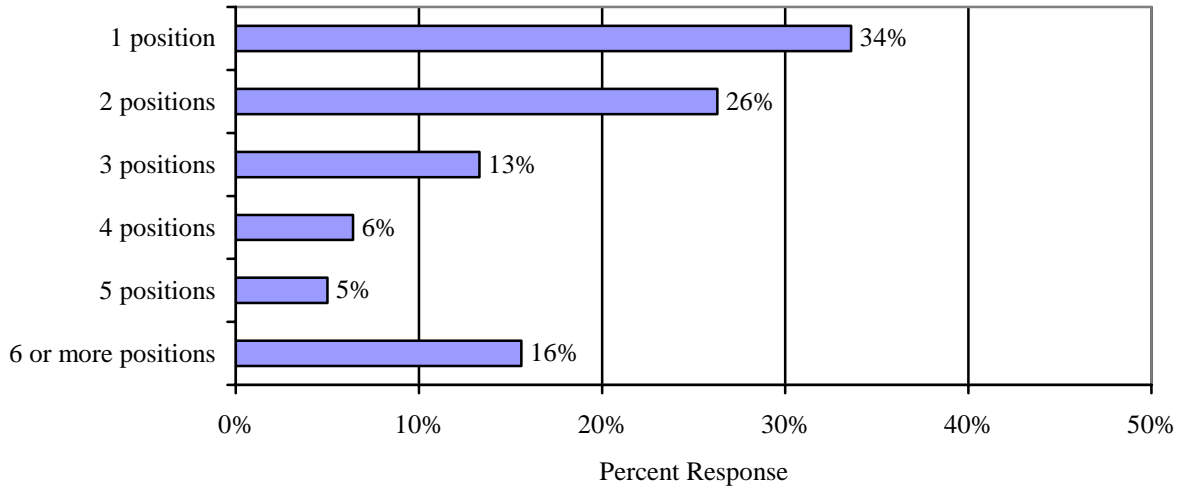
5. Have you applied for another position within DeCA within the last 3 years?



Overall, 55% of respondents have applied for another position within DeCA in the last three years. The responses are fairly uniform across all groups. Employees who are disabled were more likely to have applied for another position (61%) with employees of a minority race (other than Black) were the least likely (48%).

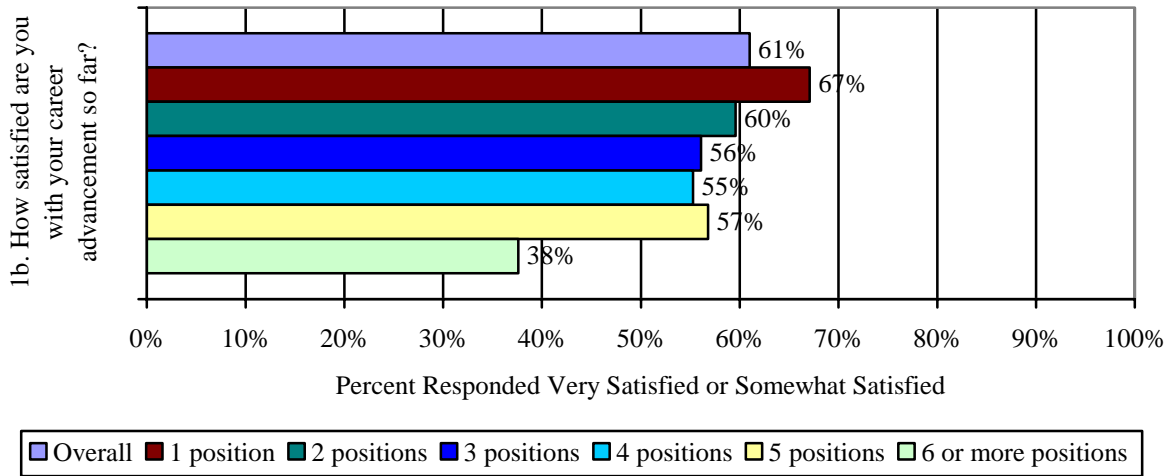
QUESTIONS SIX

6. How many positions within DeCA have you applied for within the past 3 years?



Most (60%) of the employees who have applied for another position in the last three years, applied for either one or two positions.

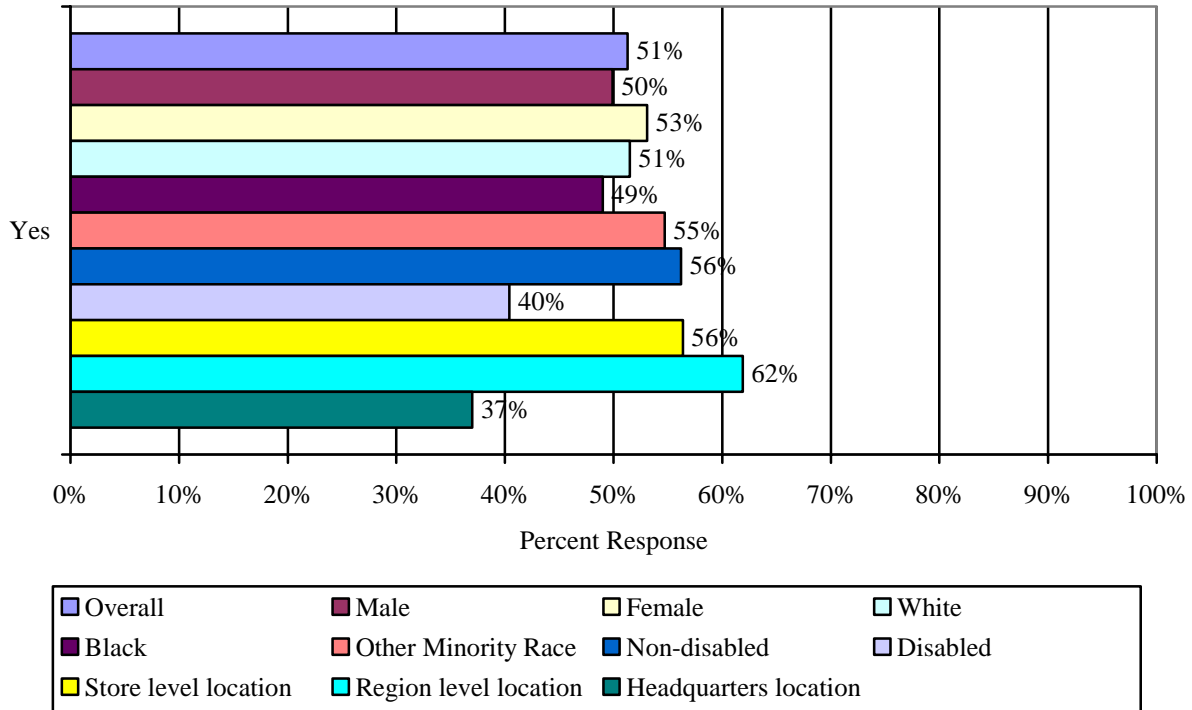
6. How many positions within DeCA have you applied for within the past 3 years?



Employees who have only applied for one job in the last five years have higher satisfaction (67%) with their career advancement than those who have applied for more jobs. There is a noticeable drop in career advancement satisfaction for employees who have applied for six or more jobs (38%).

QUESTIONS SEVEN

7. Did you receive the most recent position you applied for?



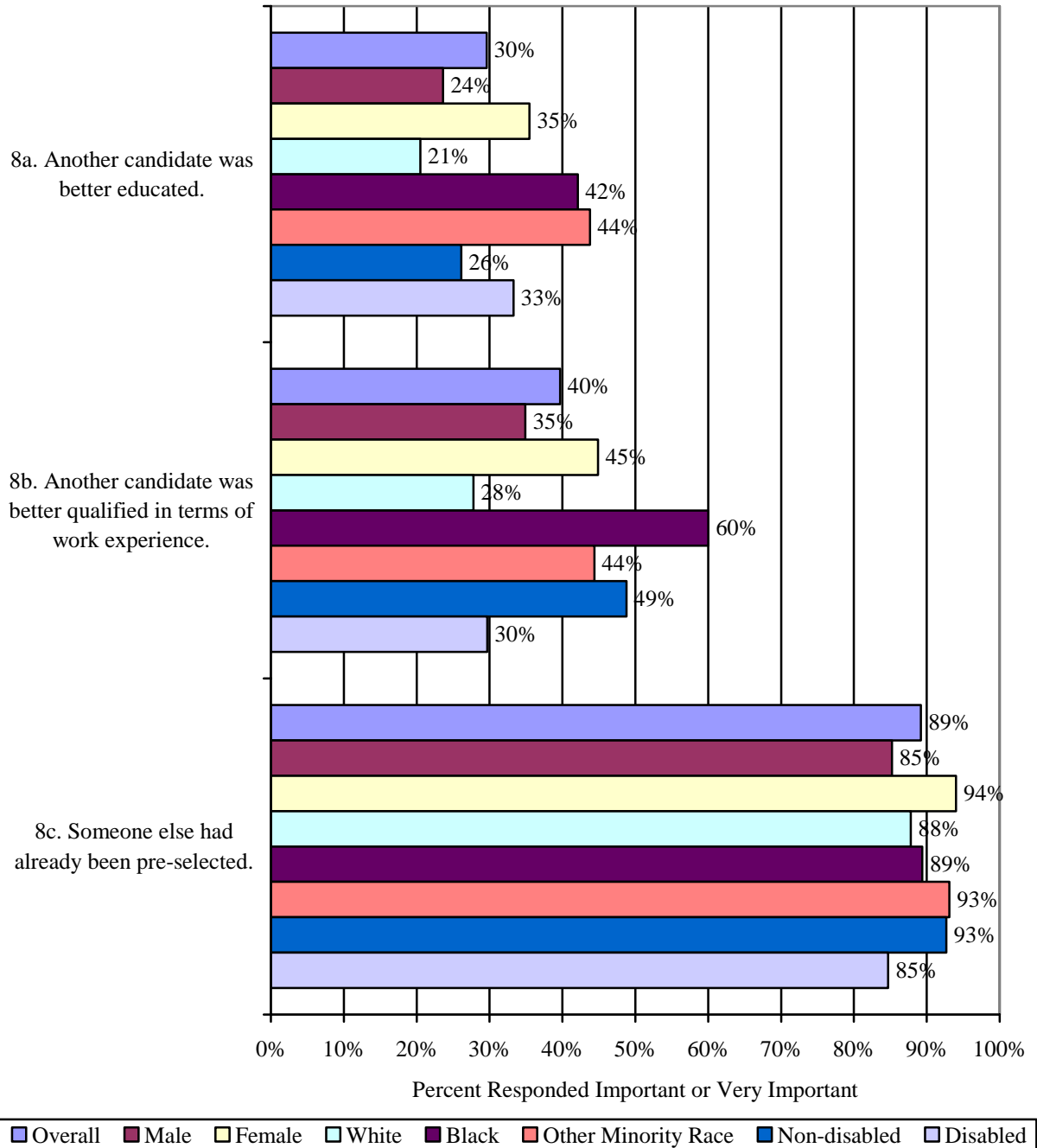
Of the employees who applied for another position in the last three years, 51% received the most recent position for which they applied. There are slight differences among Race, where employees in the “Other Minority Race” category were more likely (55%) to have received the position than the other two race groups. The biggest difference is seen among the different locations with the Headquarters location having only 37% of employees who received the position they applied for compared to the higher percentages at both the Store level (56%) and the Region level (62%).

QUESTION EIGHT

Question Eight, How important do you believe the following factors were in explaining why you **did not** get the **most recent** job you applied for but did not receive?, has 16 factors, the results of which are presented below.

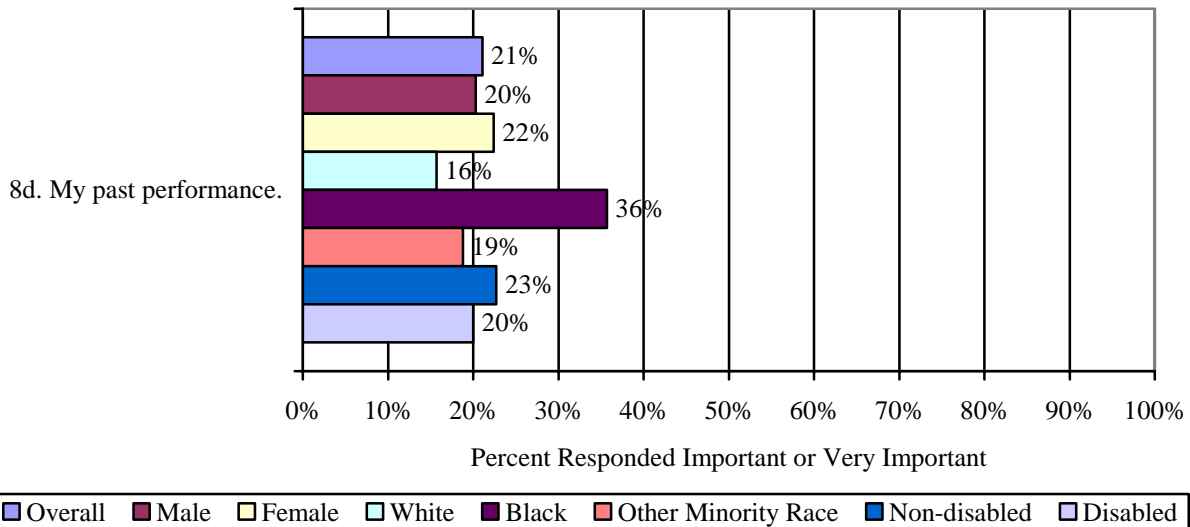
- a. Another candidate was better educated
- b. Another candidate was better qualified in terms of work experience
- c. Someone else had already been “pre-selected”
- d. My past performance (for example, failed to complete a project satisfactorily, or didn’t know how to do something)
- e. The selecting official did not like me
- f. My gender was held against me
- g. My religion was held against me
- h. My disability was held against me
- i. My age (too young)
- j. My age (too old)
- k. My race, ethnicity, or national origin was held against me
- l. My unwillingness to relocate
- m. My lack of specialized training
- n. My lack of leadership development and/or managerial training
- o. My ability/willingness as it pertains to taking on challenging assignments
- p. Having had no experience in the position prior to appointment

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?



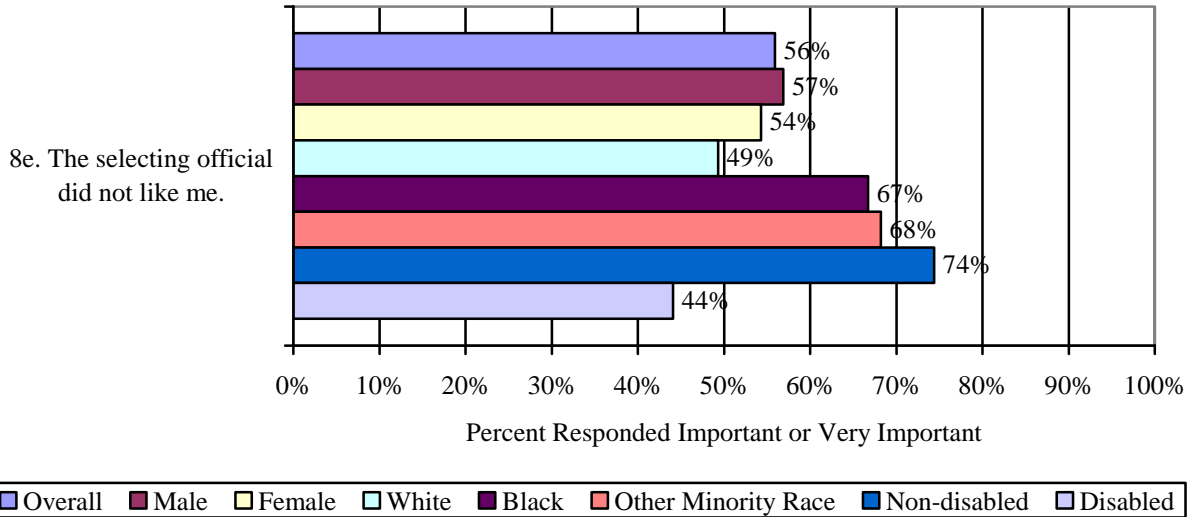
Of the employees who did not receive the most recent job they applied for, 30% believe that “Another candidate was better educated” was an important factor in explaining why they did not get the job. Women (35%) were more likely to rate this factor important as well as both minority race groups (Black, 42% and Other Minority Race, 44%) and disabled employees (33%). Forty percent (40%) believe that “Another candidate was better qualified in terms of experience” was an important factor. Women (45%) were more likely to rate this factor important as well as both minority race groups (Black, 60% and Other Minority Race, 44%) and employees who are not disabled (49%). Eighty-nine percent (89%) believe that “Someone else had already been pre-selected” was an important factor. Women (94%) were more likely to rate this factor important as well as the Other Minority Race group (93%) and employees who are not disabled (93%).

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?



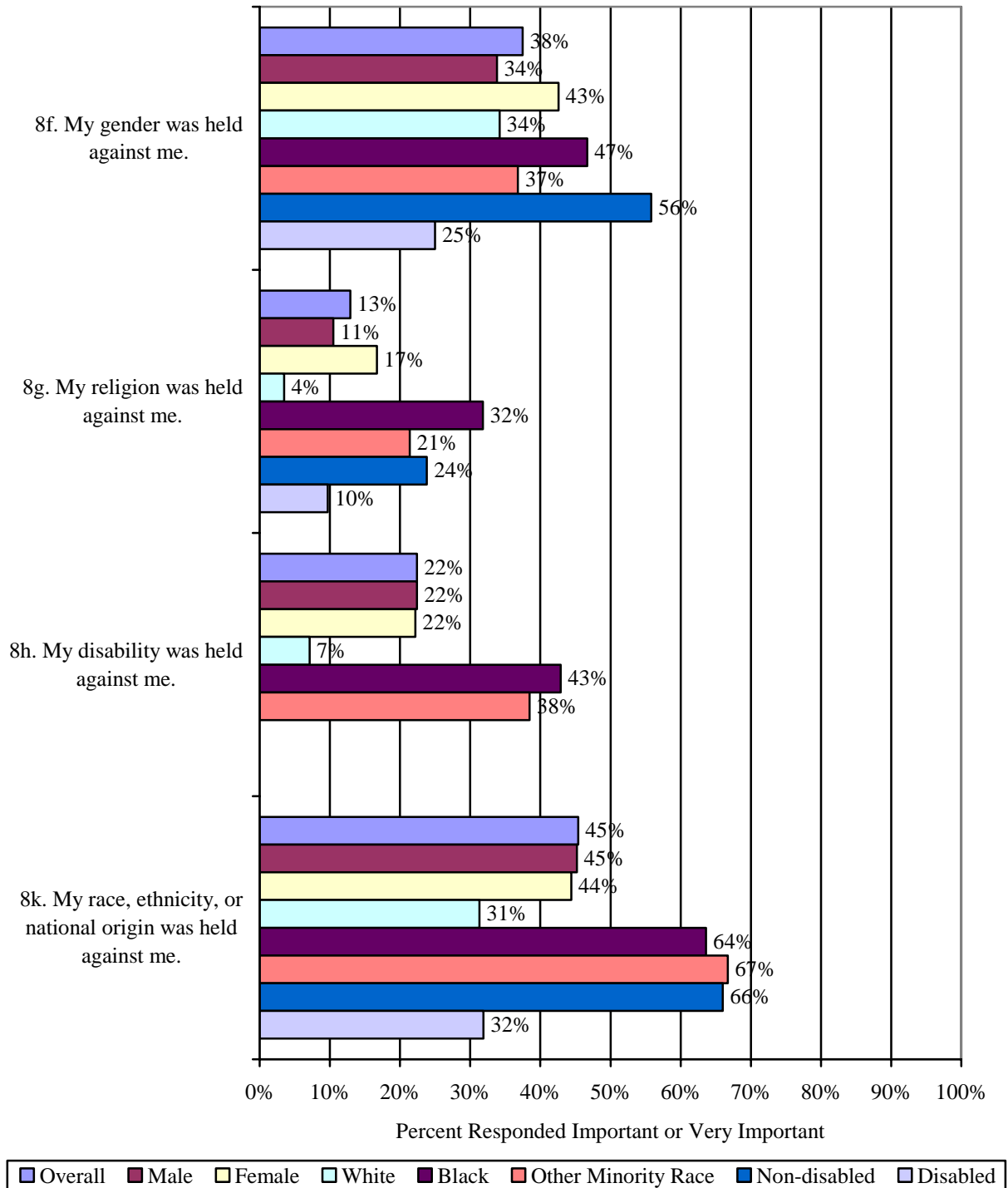
Of the employees who did not receive the most recent job they applied for, 21% believe that “My past performance” was an important factor in explaining why they did not get the job. Black employees (36%) were more likely to rate this factor important.

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?



Of the employees who did not receive the most recent job they applied for, 56% believe that “The selecting official did not like me” was an important factor in explaining why they did not get the job. Employees who were not disabled (74%) were more likely to rate this factor important as well as both minority race groups (Black, 67% and Other Minority Race, 68%).

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?

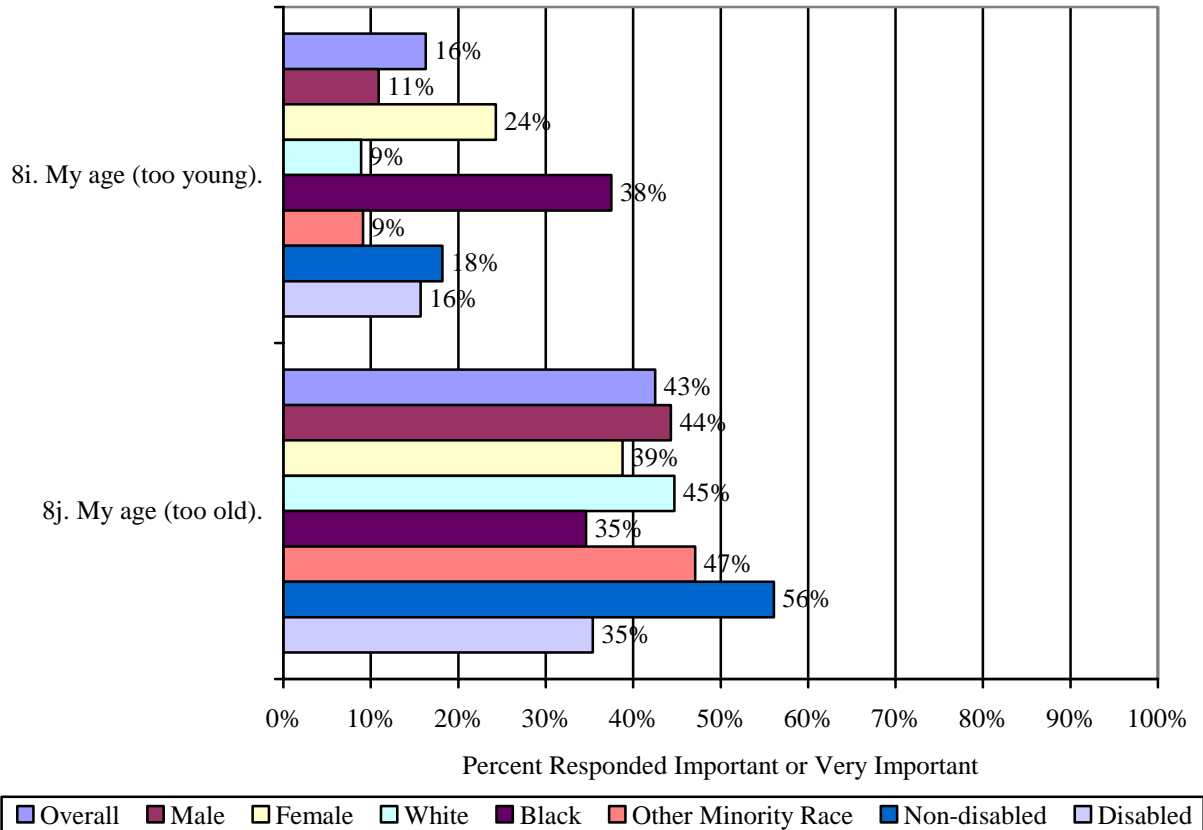


2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

Of the employees who did not receive the most recent job they applied for, 38% believe that “My gender was held against me” was an important factor in explaining why they did not get the job. Women (43%) were more likely to rate this factor important as well as Black (47%) and Non-disabled (56%) employees. Thirteen percent (13%) believe that “My religion was held against me” was an important factor. Non-disabled employees (24%) were more likely to rate this factor important as well as both minority race groups (Black, 32% and Other Minority Race, 21%). Twenty-two percent (22%) believe that “My disability was held against me” was an important factor. Both minority race groups (Black, 43% and Other Minority Race, 38%) were more likely to rate this factor important. Forty-five percent (45%) believe that “My race, ethnicity, or national origin was held against me” was an important factor. Both minority race groups (Black, 64% and Other Minority Race, 67%) and Non-disabled employees (66%) were more likely to rate this factor important.

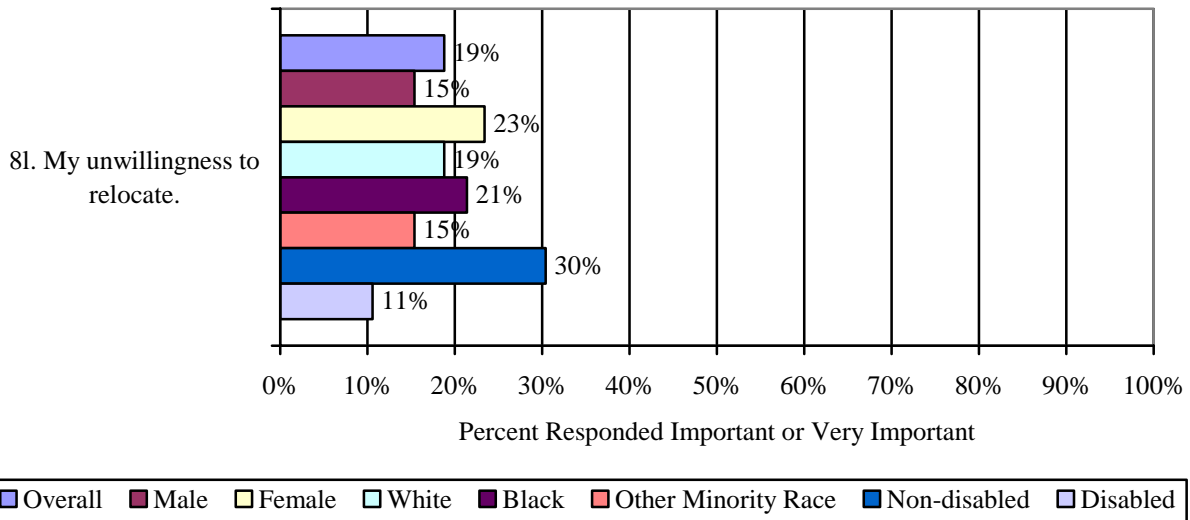
Disability status cannot be displayed for “8h. My disability was held against me” because this question contributes to the definition of the demographic variable. For more information see the Project Background section of this report.

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?



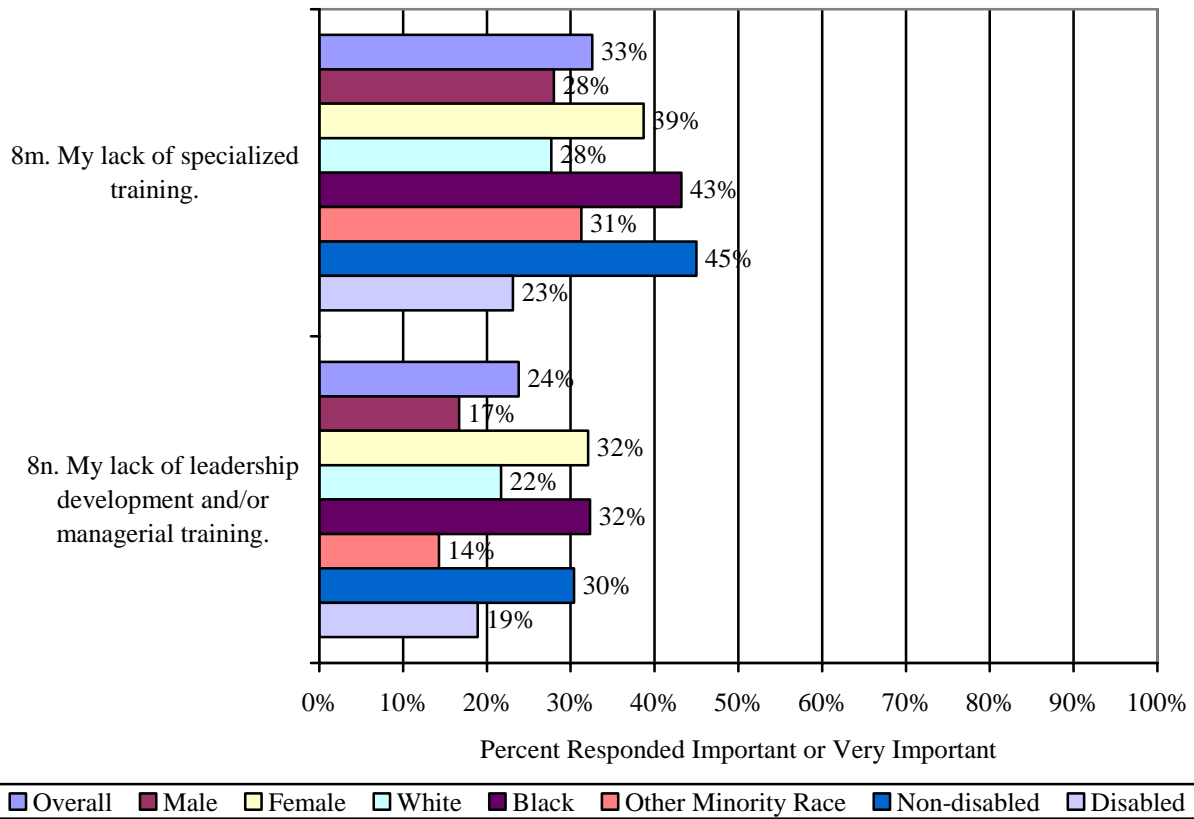
Of the employees who did not receive the most recent job they applied for, 16% believe that “My age (too young)” was an important factor in explaining why they did not get the job. Women (24%) were more likely to rate this factor important as well as Black employees (38%). Forty-three percent (43%) believe that “My age (too old)” was an important factor. Non-disabled employees (56%) were more likely to rate this an important factor.

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?



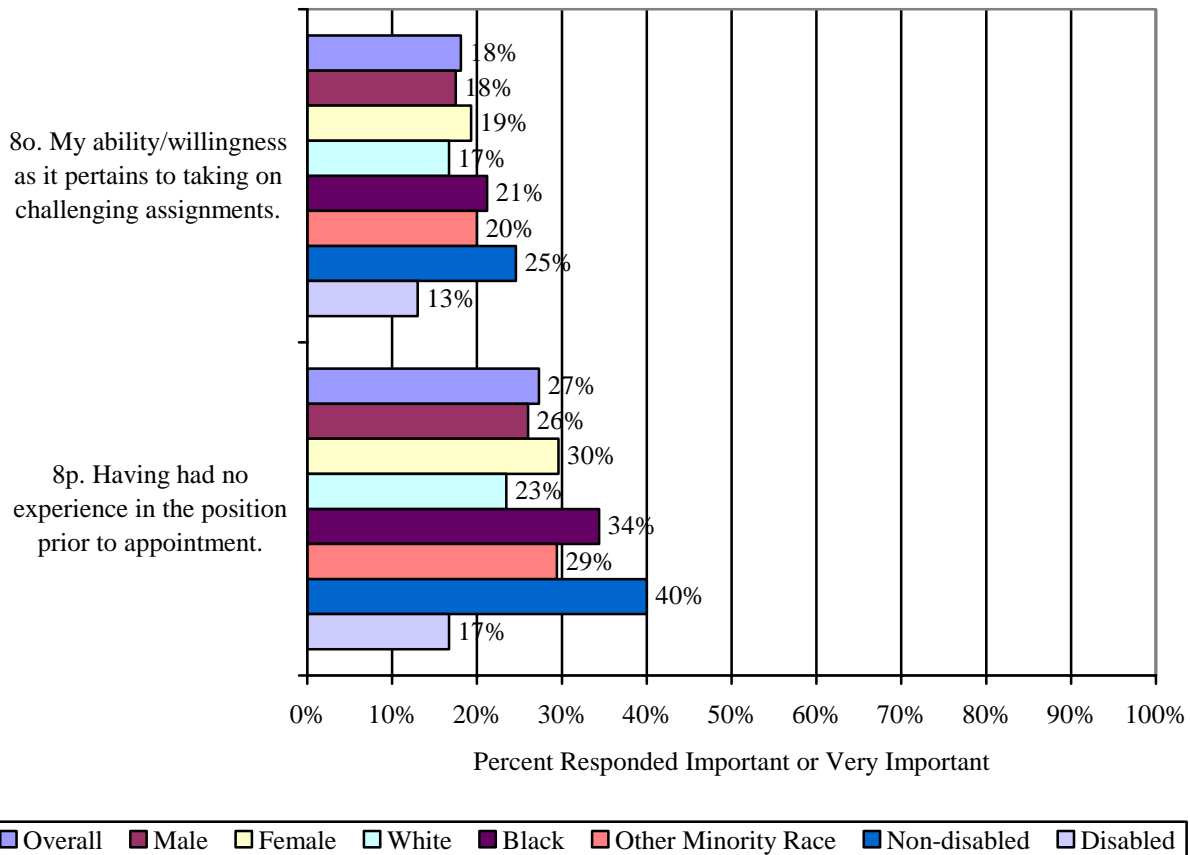
Of the employees who did not receive the most recent job they applied for, 19% believe that “My unwillingness to relocate” was an important factor in explaining why they did not get the job. Women (23%) were more likely to rate this factor important as well as employees who are not disabled (30%).

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?



Of the employees who did not receive the most recent job they applied for, 33% believe that “My lack of specialized training” was an important factor in explaining why they did not get the job. Women (39%) were more likely to rate this factor important as well as Black employees (43%) and employees who are not disabled (45%). Twenty-four percent (24%) believe that “My lack of leadership development and/or managerial training” was an important factor. Women (32%) were more likely to rate this factor important as well as Black employees (32%) and employees who are not disabled (30%).

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?



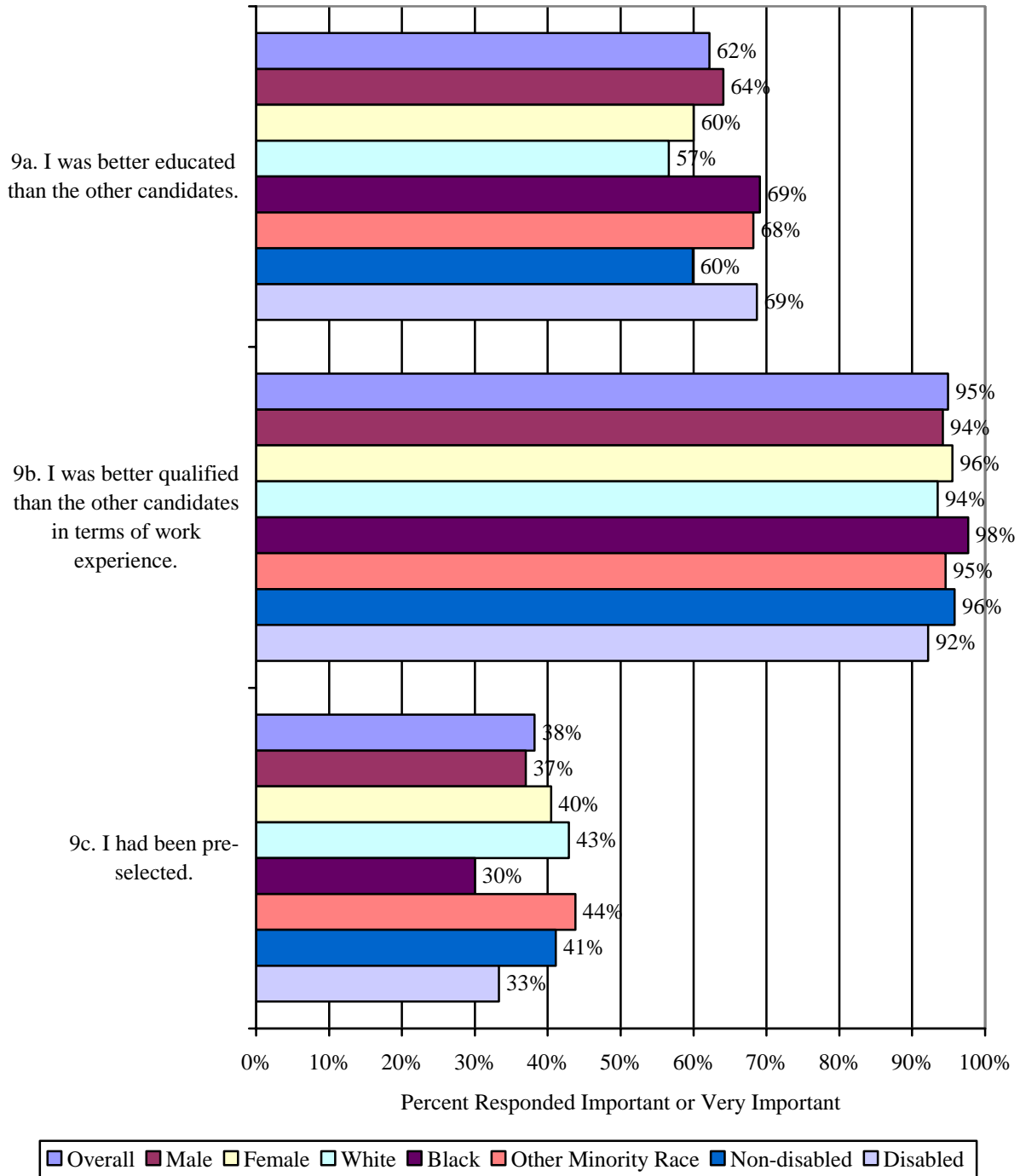
Of the employees who did not receive the most recent job they applied for, 18% believe that “My ability/willingness as it pertains to taking on challenging assignments” was an important factor in explaining why they did not get the job. Employees who are not disabled (25%) were more likely to rate this factor important. Twenty-seven percent (27%) believe that “Having had no experience in the position prior to appointment” was an important factor. Black employees (34%) were more likely to rate this factor important as well as employees who are not disabled (40%).

QUESTION NINE

Question Nine, (If you received the most recent position you applied for) how important do you believe the following factors were in explaining why you **did** get the **most recent** job you applied for?, has 13 factors, the results of which are presented below.

- a. I was better educated than the other candidates
- b. I was better qualified than the other candidates in term of work experience
- c. I had been “pre-selected”
- d. My past performance (for example, successfully completing a project; or using your knowledge to solve a work-related issue)
- e. My conduct (adhering strictly to the letter and spirit of rules and regulations)
- f. The selecting official liked me
- g. My gender worked in my favor
- h. My willingness to relocate
- i. My specialized training
- j. My leadership development and/or managerial training
- k. My ability/willingness to take on challenging assignments
- l. Having had experience in the position prior to appointment
- m. Other

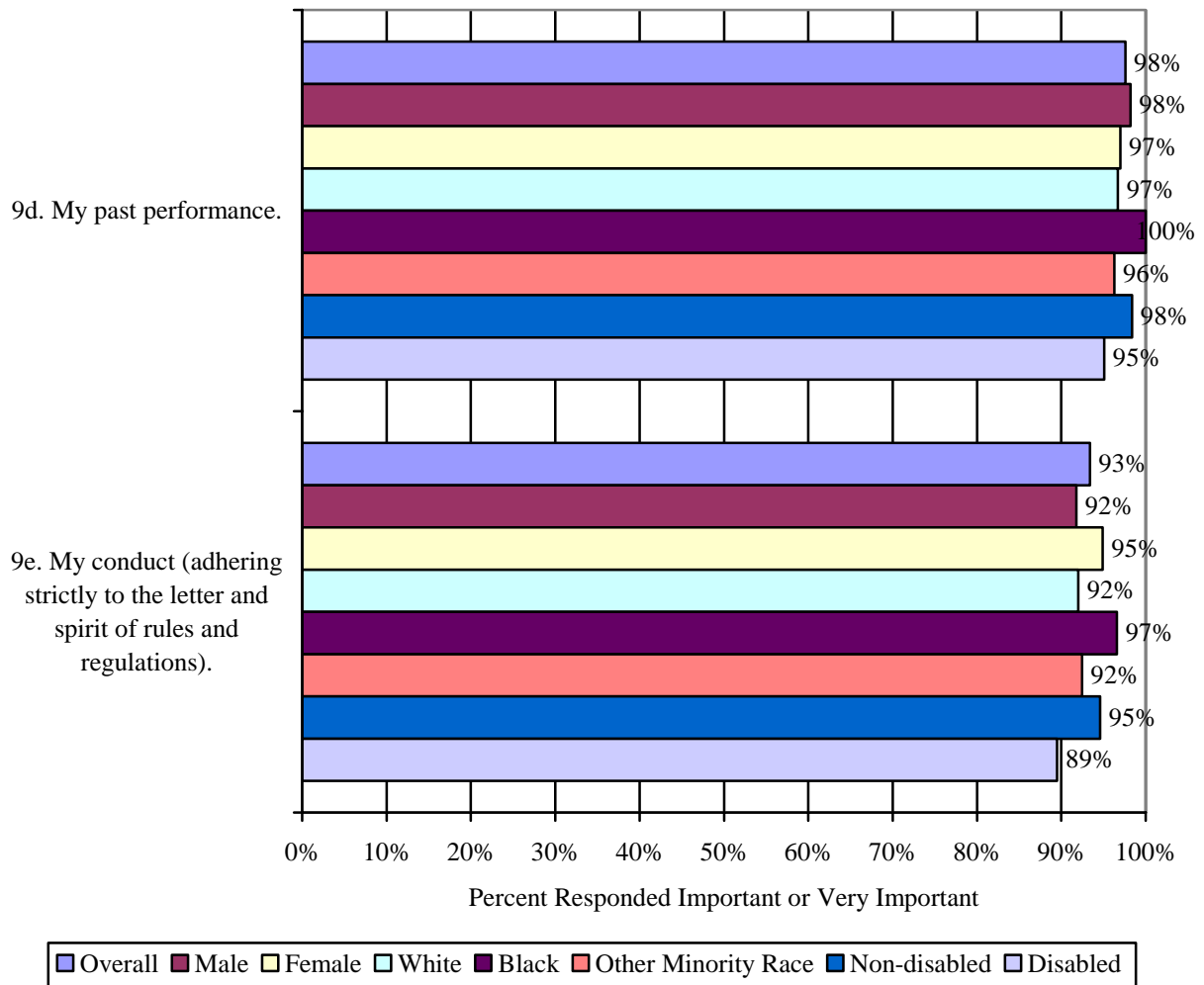
9. How important do you believe the following factors were in explaining why you did get the most recent job you applied for?



2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

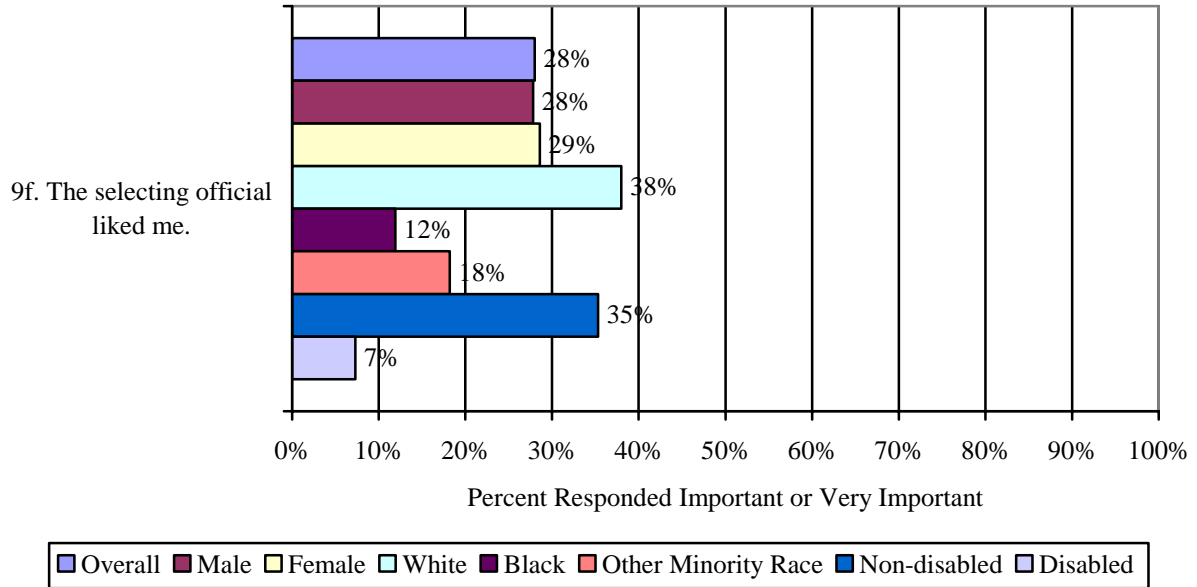
Sixty-two percent (62%) of the employees who did receive the most recent job they applied for believe that “I was better educated than the other candidates” was an important factor in explaining why they got the job. Both minority race groups (Black, 69% and Other Minority Race, 68%) and Disabled employees (69%) were more likely to rate this factor important. Ninety-five percent (95%) believe that “I was better qualified than the other candidates in terms of work experience” was an important factor. All groups had high percentages for this factor. Also, 38% believe that “I had been pre-selected” was an important factor. For this factor, White employees (43%) and the Other Minority Race group (44%) had higher percentages.

9. How important do you believe the following factors were in explaining why you did get the most recent job you applied for?



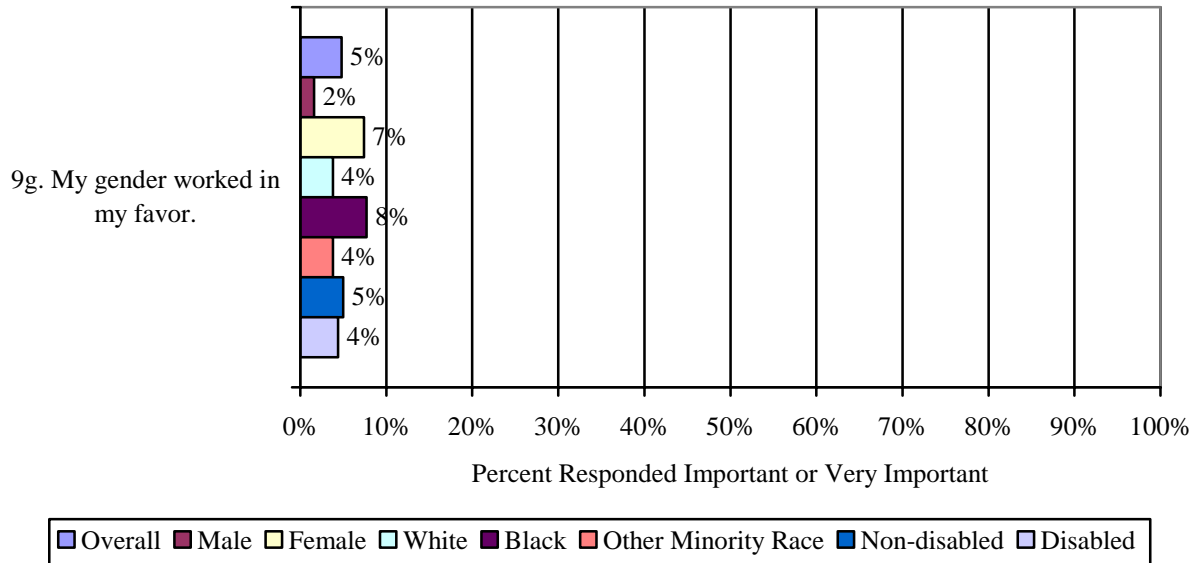
Ninety-eight percent (98%) of the employees who did receive the most recent job they applied for believe that “My past performance” was an important factor in explaining why they got the job. Ninety-three percent (93%) believe that “My conduct (adhering strictly to the letter and spirit of rules and regulations)” was an important factor. All groups had similar percentages for both of these factors.

9. How important do you believe the following factors were in explaining why you did get the most recent job you applied for?



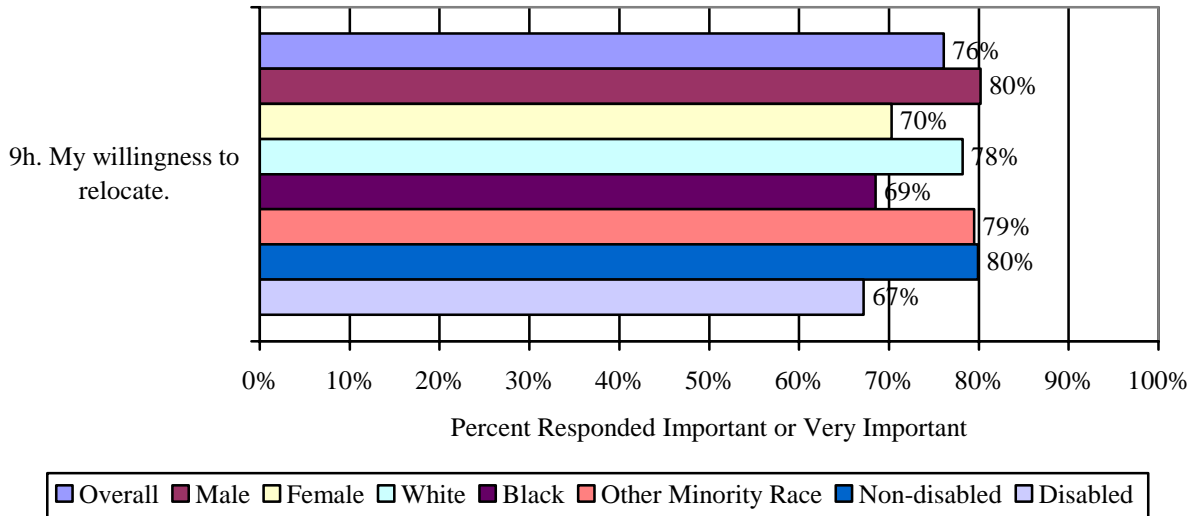
Twenty-eight percent (28%) of the employees who did receive the most recent job they applied for believe that “The selecting official liked me” was an important factor in explaining why they got the job. White (38%) and employees that are not disabled (35%) were more likely to rate this factor important.

9. How important do you believe the following factors were in explaining why you did get the most recent job you applied for?



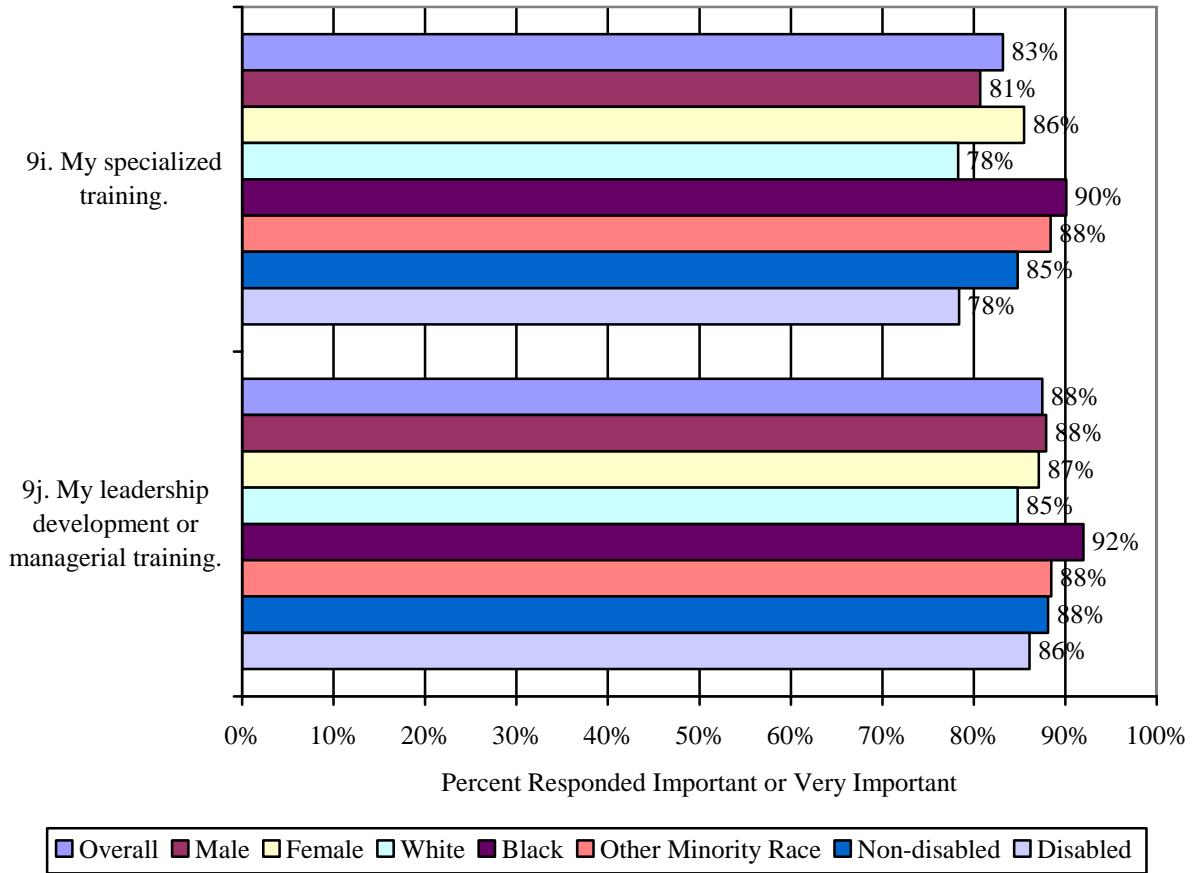
Five percent (5%) of the employees who did receive the most recent job they applied for believe that “My gender worked in my favor” was an important factor in explaining why they got the job. There were no major differences between groups for this factor.

9. How important do you believe the following factors were in explaining why you did get the most recent job you applied for?



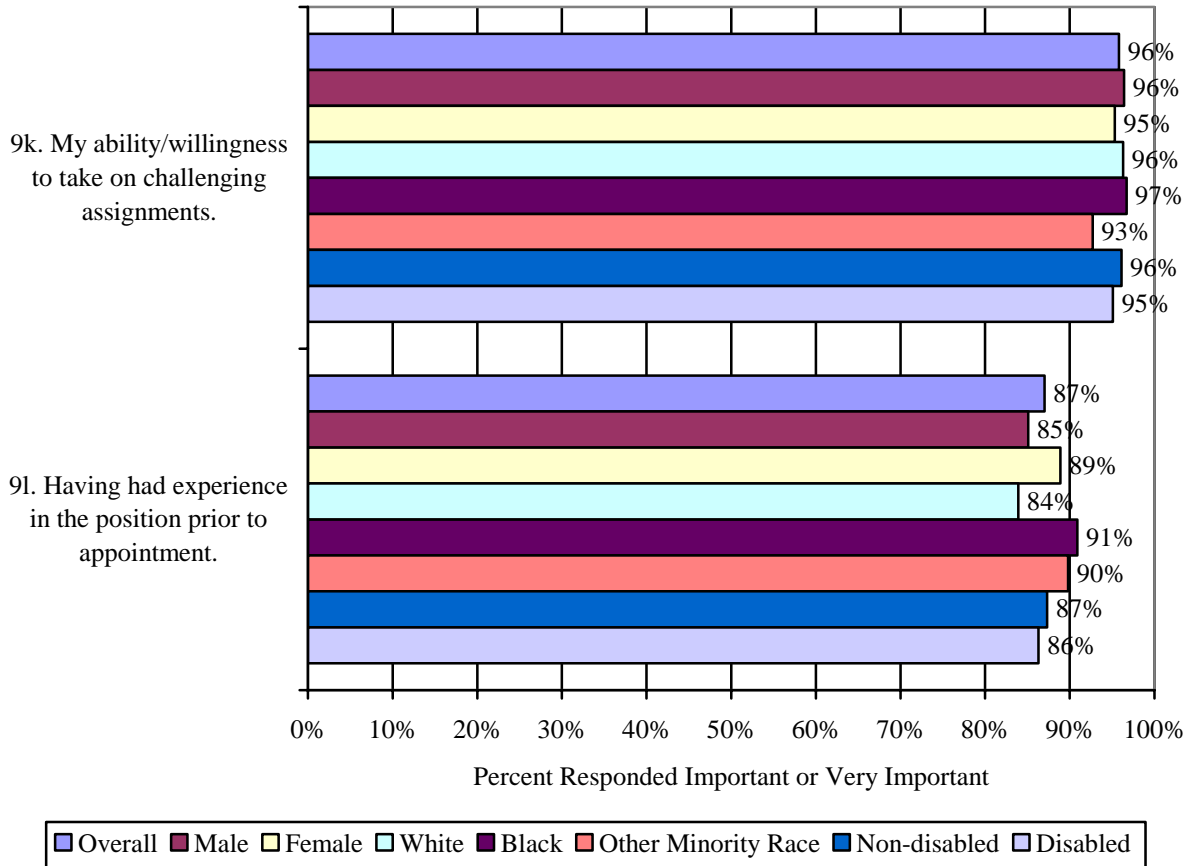
Seventy-six percent (76%) of the employees who did receive the most recent job they applied for believe that “My willingness to relocate” was an important factor in explaining why they got the job. This factor was not as important for the following groups: Women (70%), Black employees (69%), and Disabled employees (67%).

9. How important do you believe the following factors were in explaining why you did get the most recent job you applied for?



Eighty-three percent (83%) of the employees who did receive the most recent job they applied for believe that “My specialized training” was an important factor in explaining why they got the job. Both minority race groups (Black, 90% and Other Minority Race, 88%) were more likely to rate this factor important. Eighty-eight percent (88%) believe that “My leadership development or managerial training” was an important factor. All races had similar percentages for this factor.

9. How important do you believe the following factors were in explaining why you did get the most recent job you applied for?



Ninety-six percent (96%) of the employees who did receive the most recent job they applied for believe that “My ability/willingness to take on challenging assignments.” was an important factor in explaining why they got the job. Eighty-seven percent (87%) believe that “Having had experience in the position prior to appointment” was an important factor. All races had similar percentages for both of these factors. Seventy-one percent (71%) of participants marked that “Other” was an important factor.

QUESTION TEN

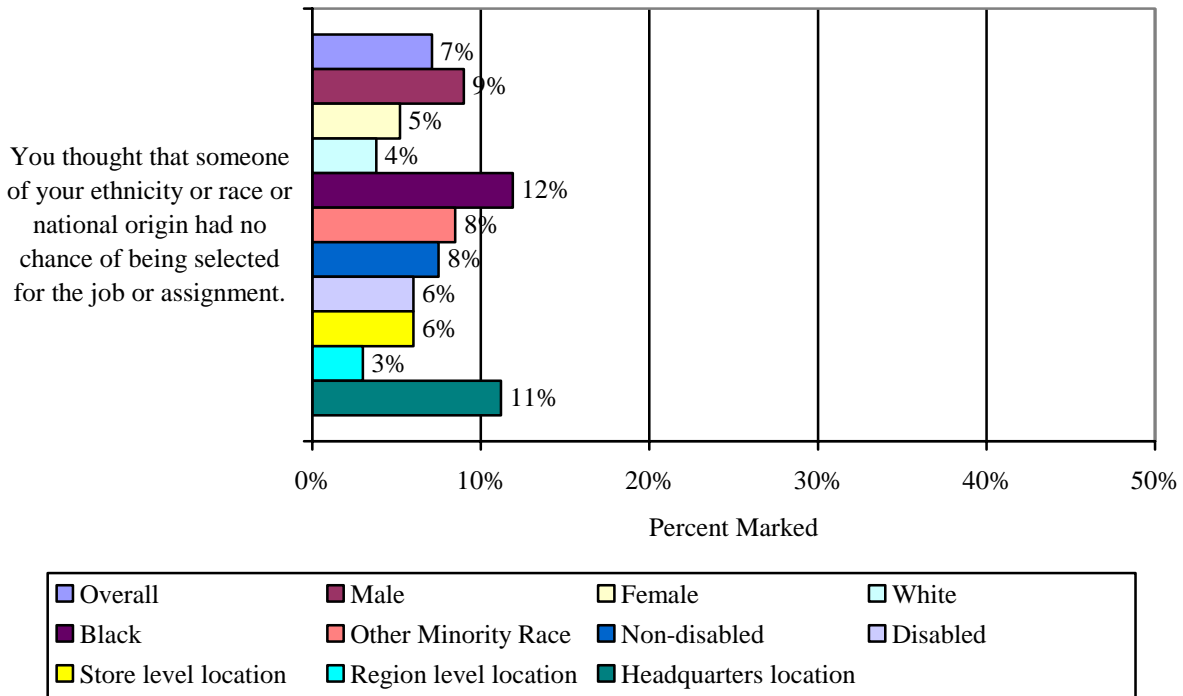
In response to Question Ten, “In the last 3 years, were there any available promotions (opportunities to work at a higher grade or pay level) or developmental opportunities (for example, assignment to a high-visibility task force or group project) that you chose not to apply for?”, 40% of respondents indicated that “Yes, there were opportunities I chose not to apply for.” These respondents continued to Question Eleven.

QUESTION ELEVEN

Question Eleven, In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?, lists 15 possible reasons, the results of which are presented below.

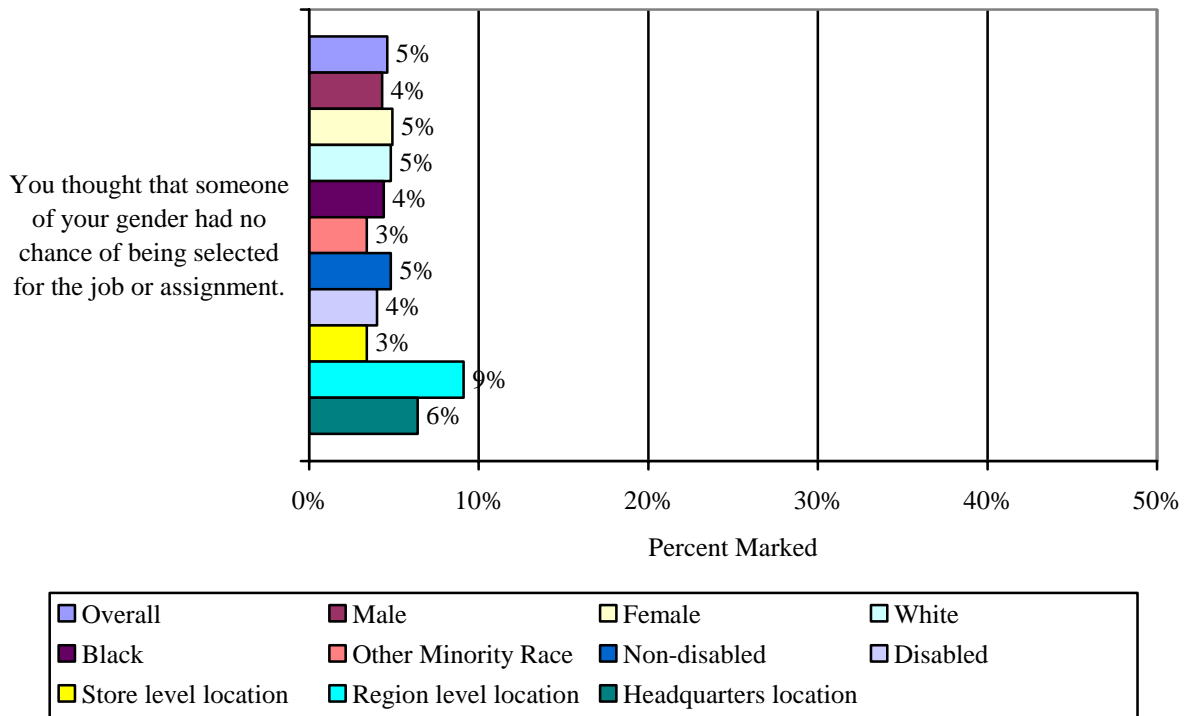
- You thought that someone of your ethnicity or race or national origin had no chance of being selected for the job or assignment
- You thought that someone of your gender had no chance of being selected for the job or assignment
- You thought that someone with your formal education had no chance of being selected for the job or assignment
- You thought that your lack of technical training gave you no chance of being selected for the job or assignment
- You thought that your lack of leadership or managerial training gave you no chance of being selected for the job or assignment
- You thought that your not having had previous developmental assignments gave you no chance of being selected for the job or assignment
- You thought that your not having taken a lateral transfer (that is, another position with no raise in pay) gave you no chance of being selected for the job or assignment
- You thought that someone with your work experience had no chance of being selected for the job or assignment
- You thought that you hadn't taken on enough challenging assignments to be selected for the job or assignment
- You thought that your supervisor hadn't prepared you to be selected for the job or assignment
- You thought that your supervisor didn't support you being selected for the job or assignment
- You thought that a senior person (other than your supervisor) didn't support you being selected for the job or assignment
- You thought that you weren't able or willing to travel enough to be selected for the job or assignment
- You weren't able or willing to relocate for the job or assignment
- You weren't acting in a position prior to formal appointment

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



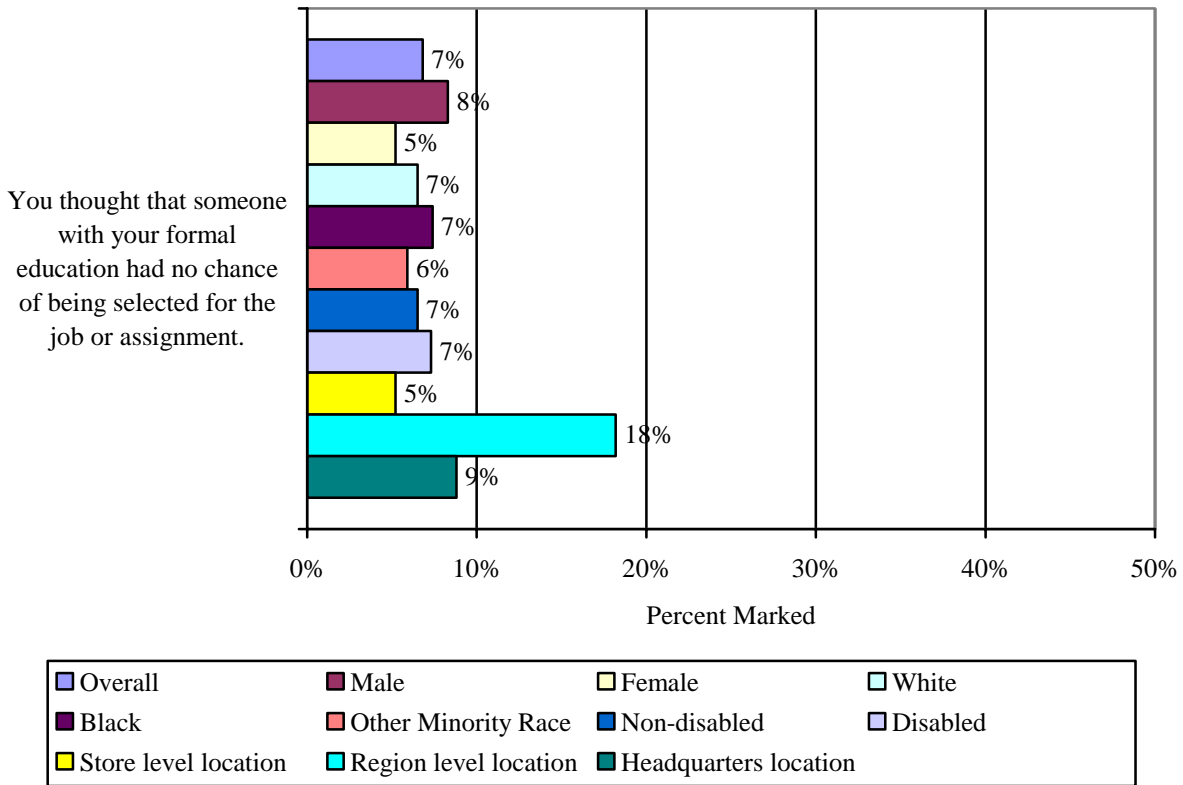
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 7% marked “You thought that someone of your ethnicity or race or national origin had no chance of being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The most compelling differences are between the following groups: White (4%) versus Black (12%) employees and Headquarters (11%) versus the other locations (Store Level, 6% and Region Level, 3%). The groups that most and least frequently marked this reason are Black employees (12%) and employees at the Region Level (3%), respectively.

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



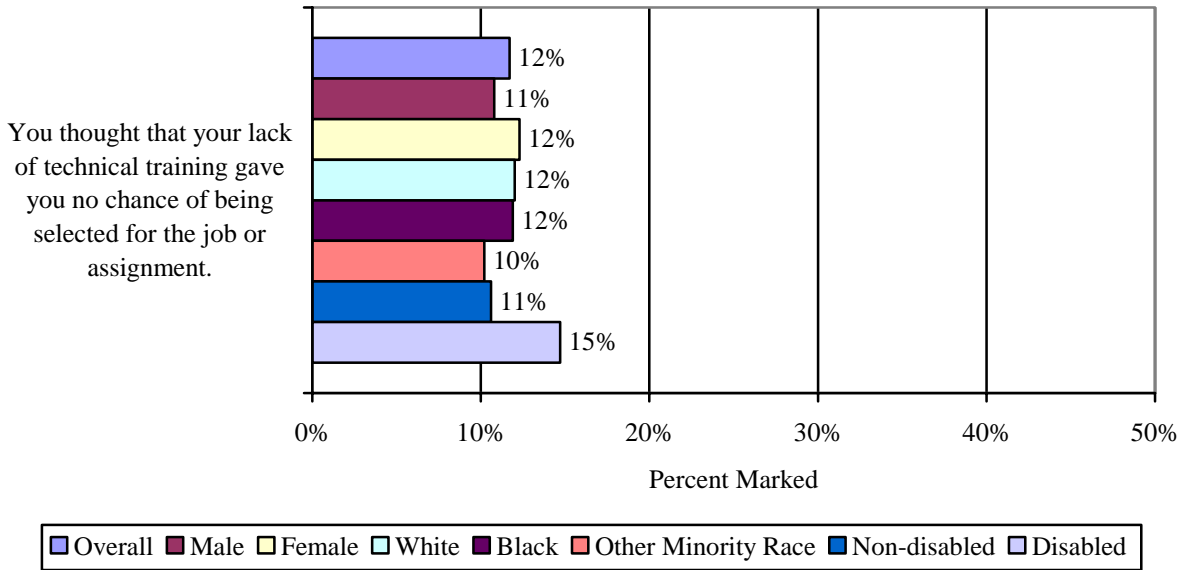
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 5% marked “You thought that someone of your gender had no chance of being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most frequently marked this reason is employees at the Region Level (9%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



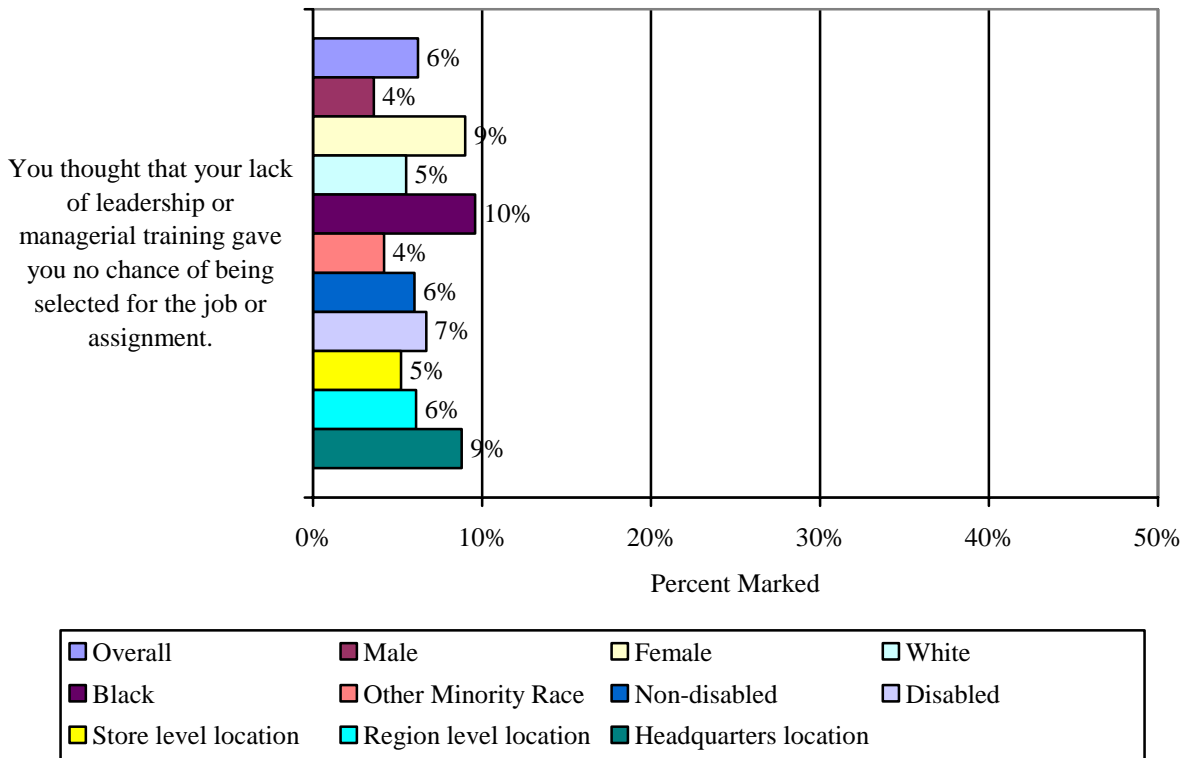
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 7% marked “You thought that someone of your formal education had no chance of being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most frequently marked this reason is employees at the Region Level (18%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



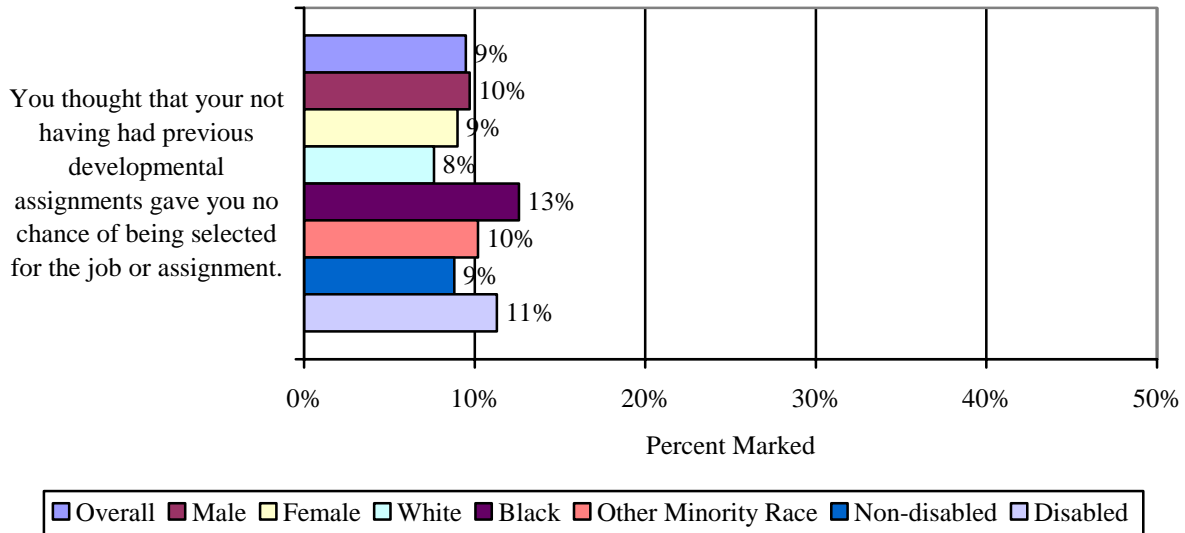
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 12% marked “You thought that your lack of technical training gave you no chance of being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most frequently marked this reason is employees with a disability (15%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



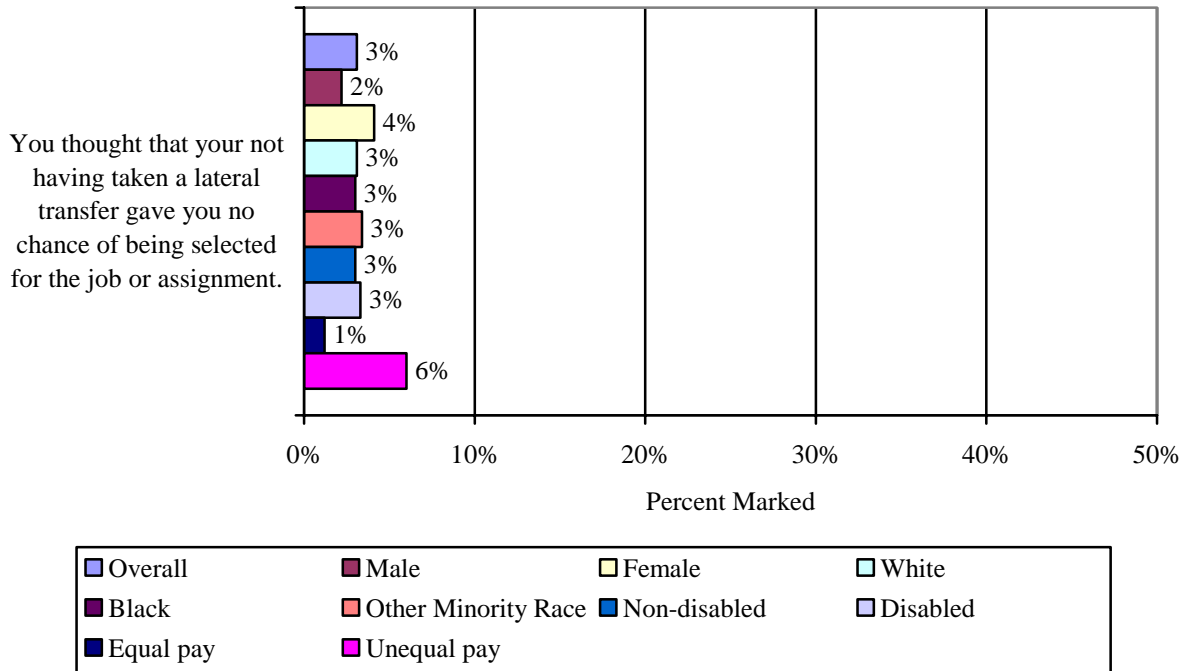
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 6% marked “You thought that your lack of leadership or managerial training gave you no chance of being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The groups that most frequently marked this reason are Women (9%), Black employees (10%) and employees at Headquarters (9%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



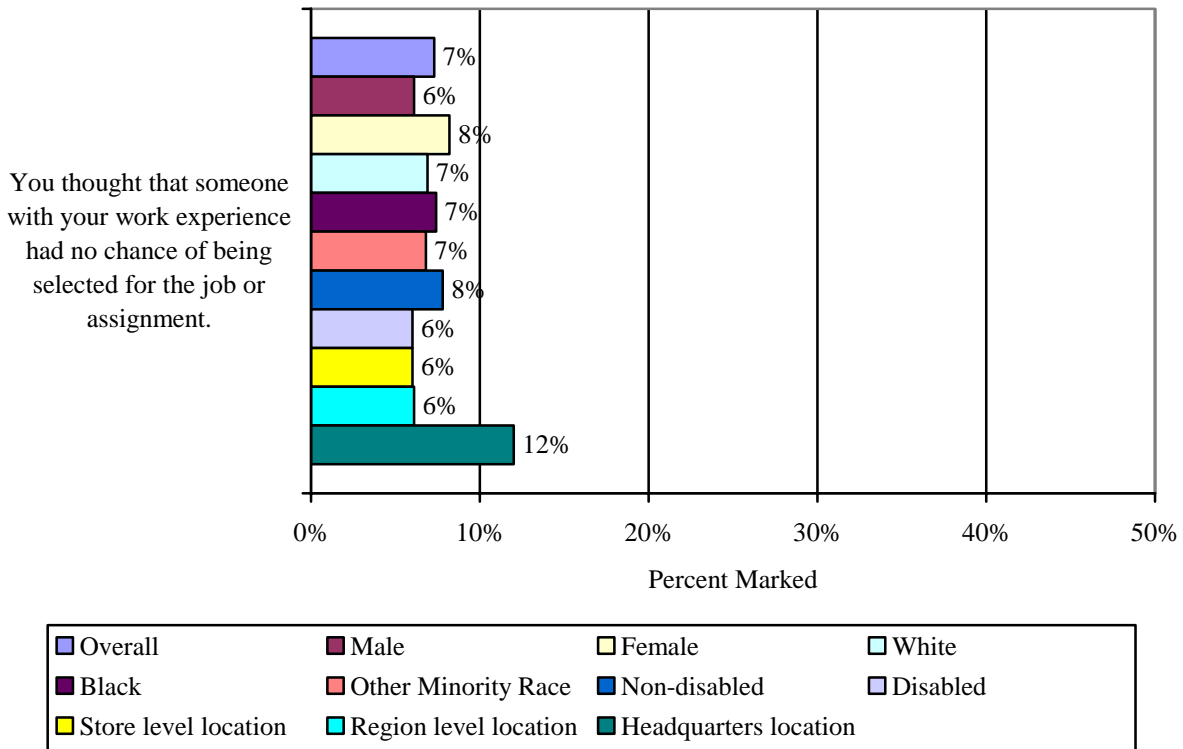
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 9% marked “You thought that your not having had previous developmental assignments gave you no chance of being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most frequently marked this reason is Black employees (13%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



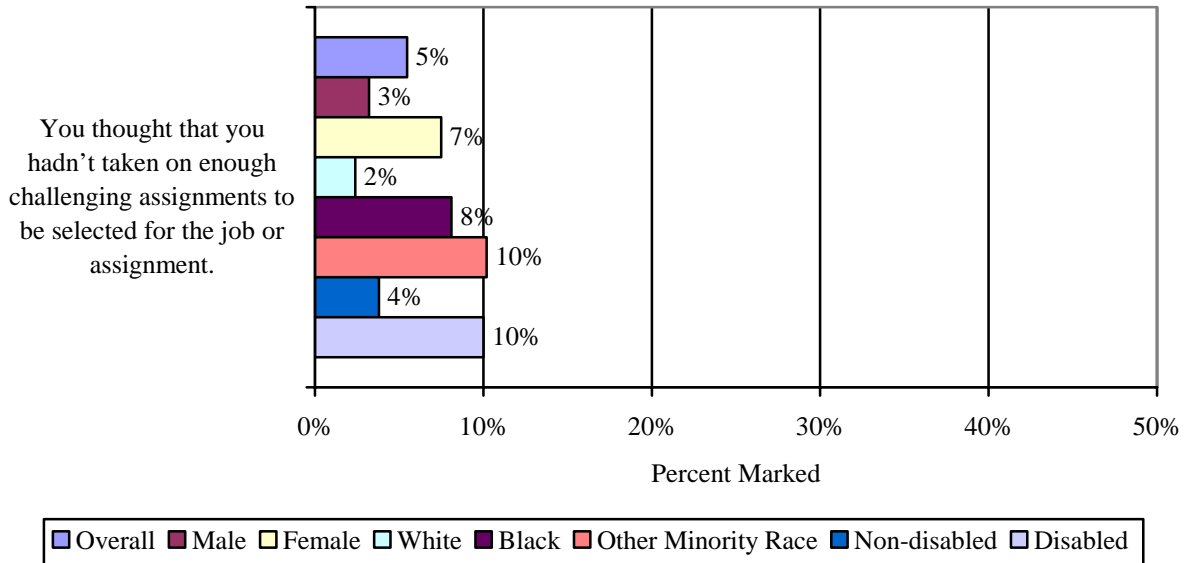
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 3% marked “You thought that your not having taken a lateral transfer gave you no chance of being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most frequently marked this reason is employees who perceive they are paid less than their peers (6%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



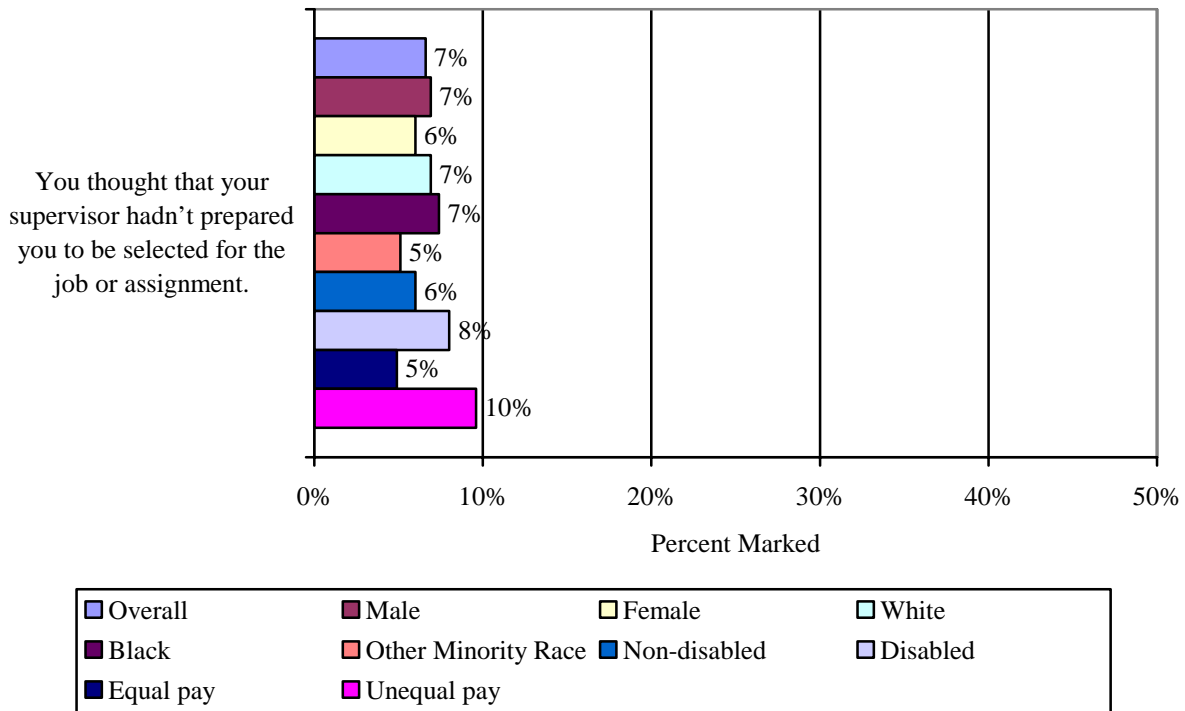
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 7% marked “You thought that someone with your work experience had no chance of being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most frequently marked this reason is employees at Headquarters (12%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



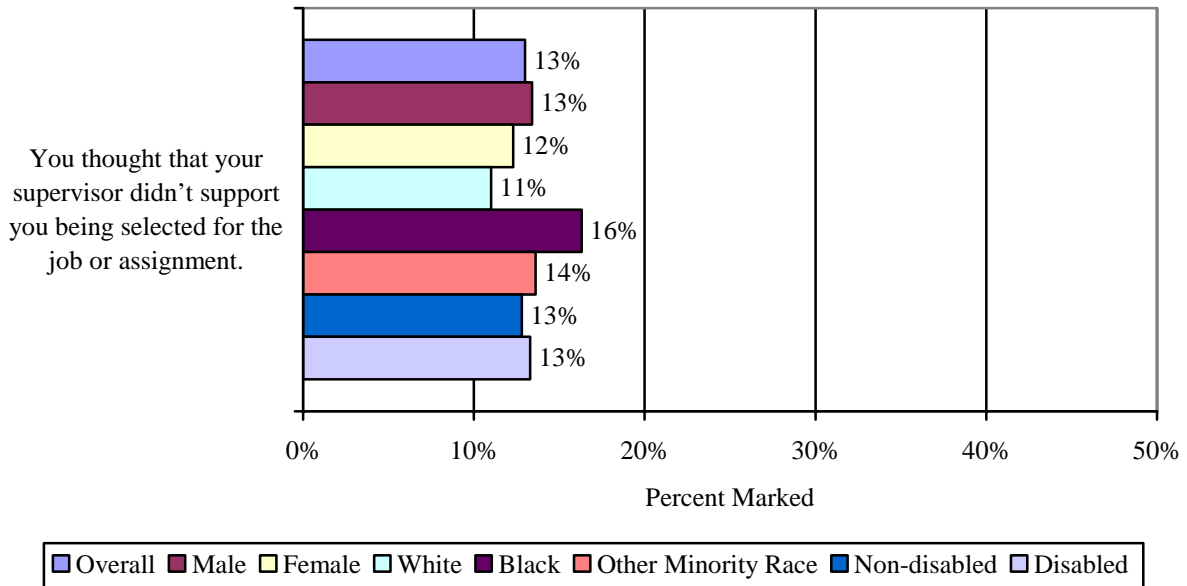
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 5% marked “You thought that you hadn’t taken on enough challenging assignments to be selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The groups that most frequently marked this reason are employees who are in the “Other Minority Race” category (10%) and employees who are disabled (10%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



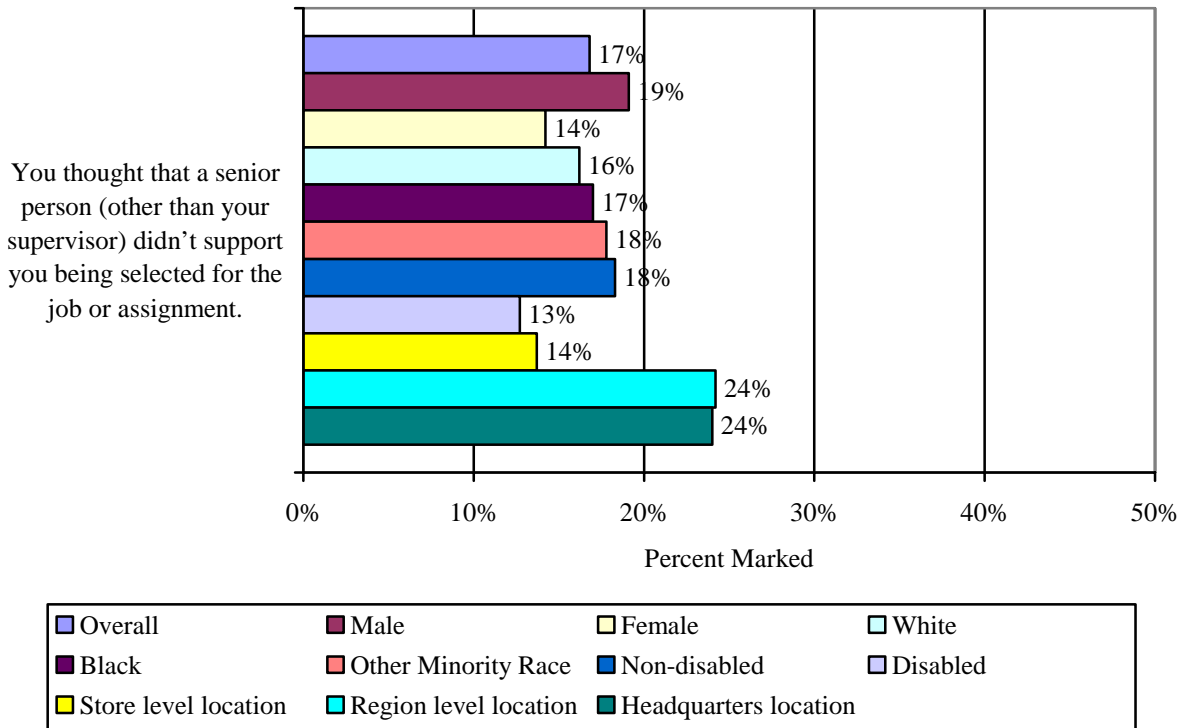
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 7% marked “You thought that your supervisor hadn’t prepared you to be selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most frequently marked this reason is employees who perceive they are paid less than their peers (10%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



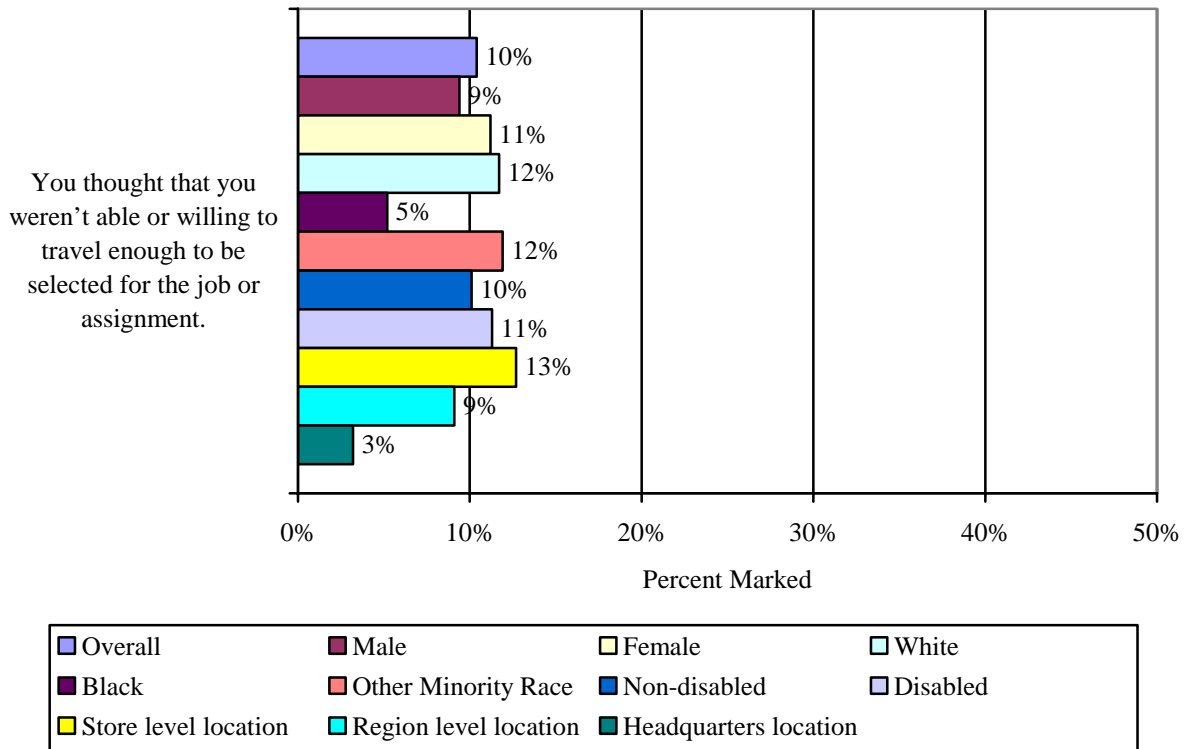
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 13% marked “You thought that your supervisor didn’t support you being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most marked this reason is Black employees (16%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



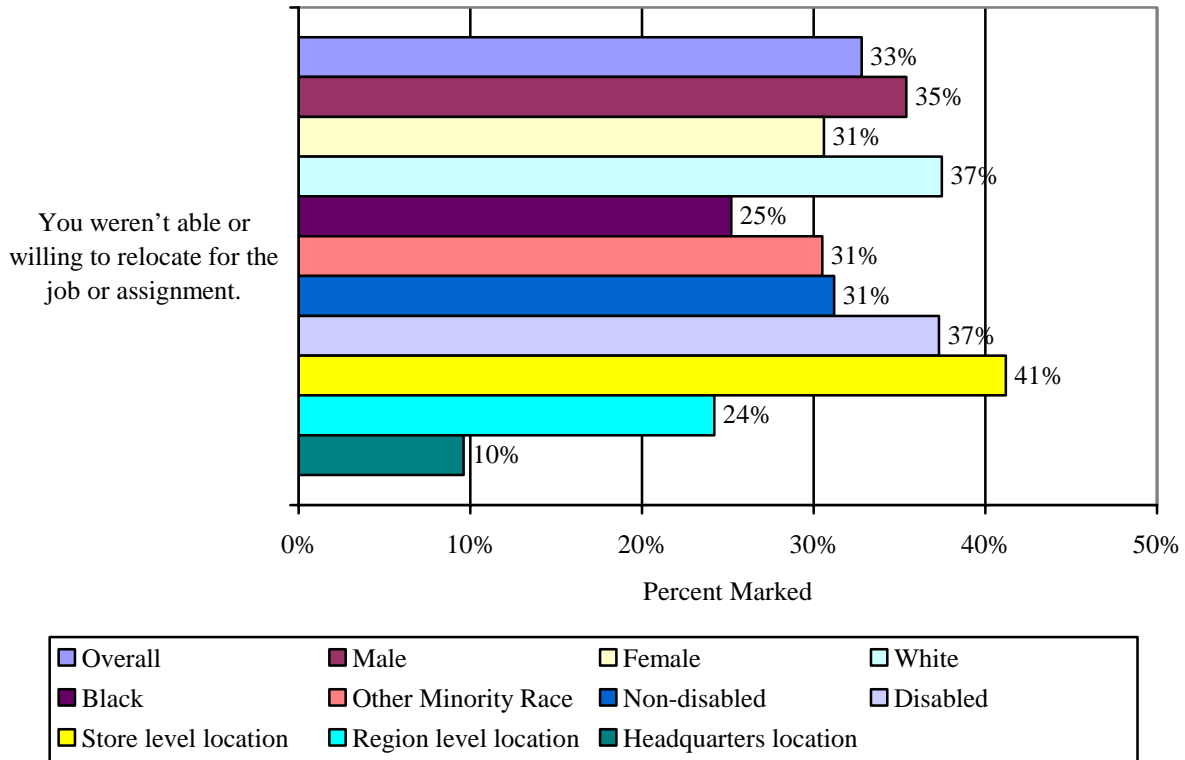
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 17% marked “You thought that a senior person (other than your supervisor) didn’t support you being selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The groups that most frequently marked this reason are employees at the Region Level (24%) and Headquarters (24%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



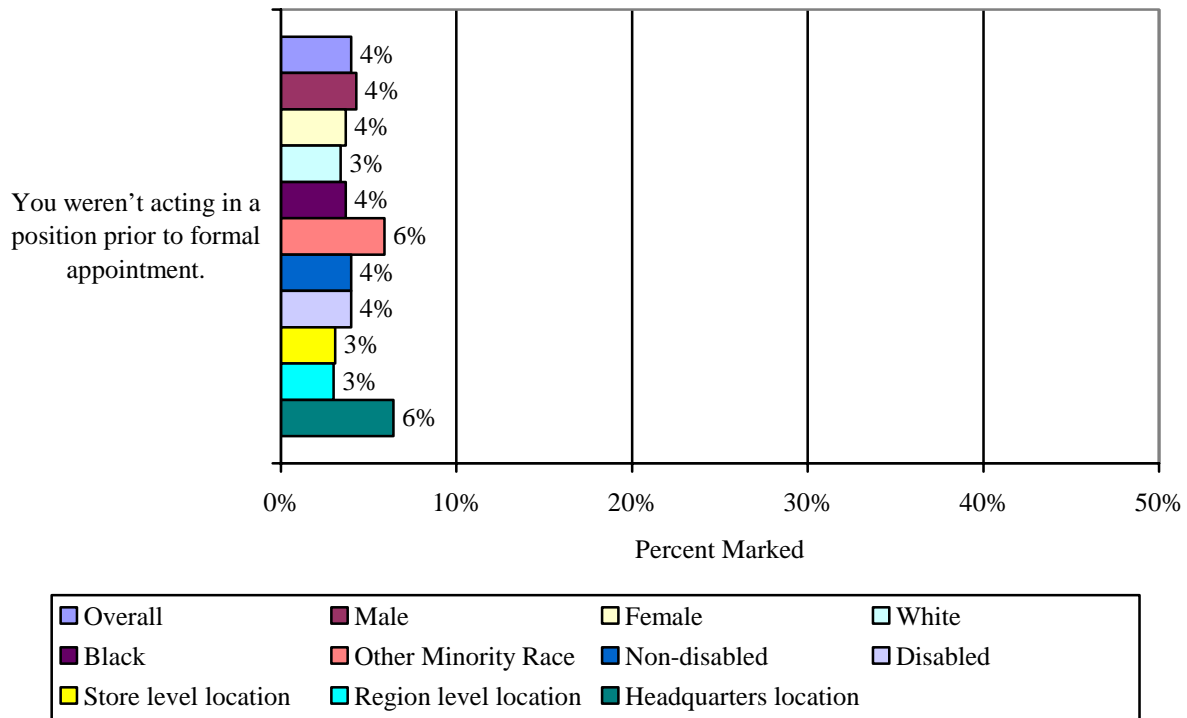
Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 10% marked “You thought that you weren’t able or willing to travel enough to be selected for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The group that most frequently marked this reason is employees at the Store Level (13%).

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 33% marked “You weren’t able or willing to relocate for the job or assignment” as a reason to not apply for any promotion or developmental opportunity. The groups that most and least frequently marked this reason are employees at the Store Level (41%) and employees at Headquarters (10%), respectively.

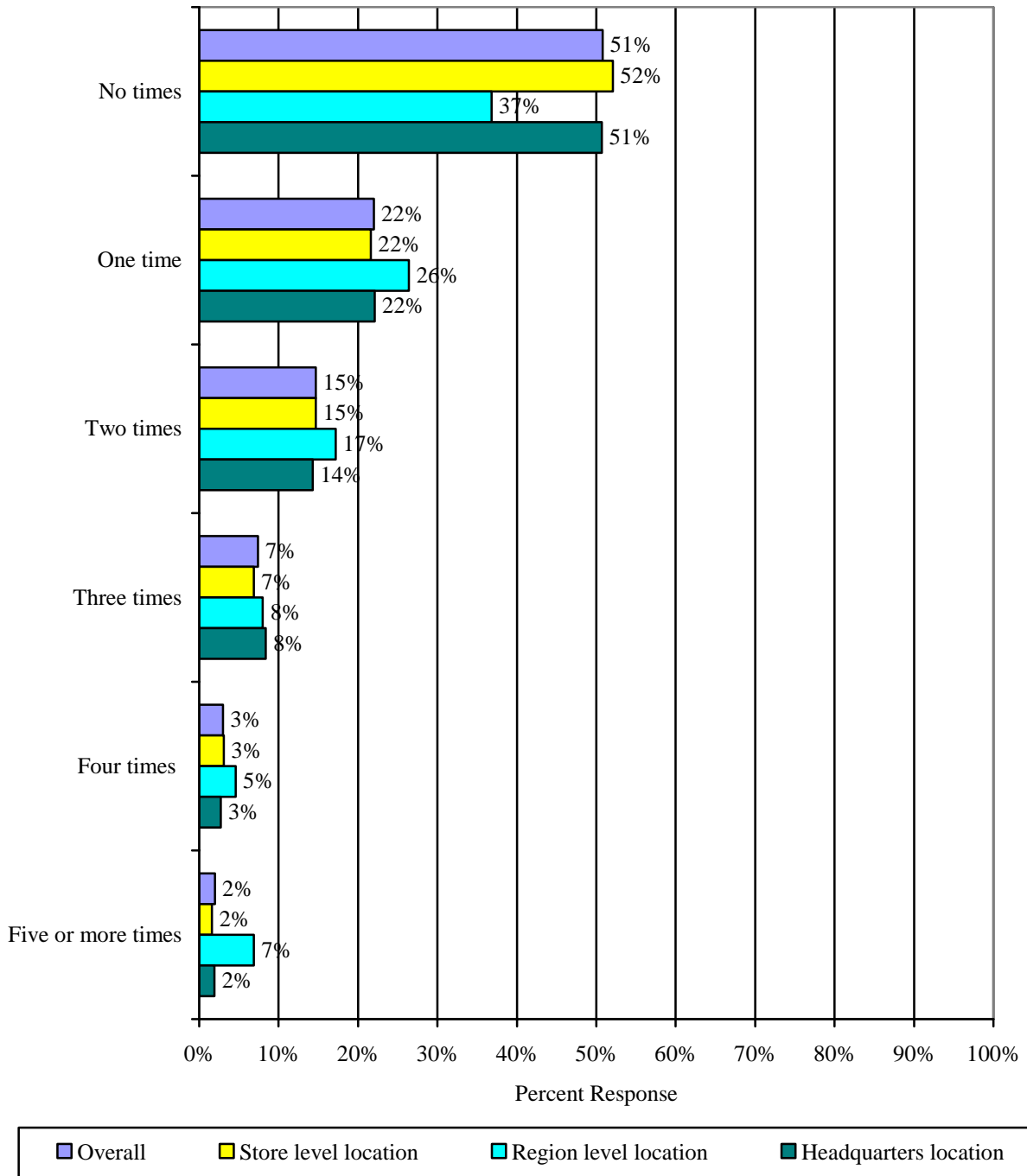
11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons?



Of the respondents who answered “Yes, there were opportunities I chose not to apply for” on Question Ten, 4% marked “You weren’t acting in a position prior to formal appointment” as a reason to not apply for any promotion or developmental opportunity. There are no major differences between the groups.

QUESTION TWELVE

12. How often in your career with DeCA have you voluntarily made a lateral transfere to advance your career?

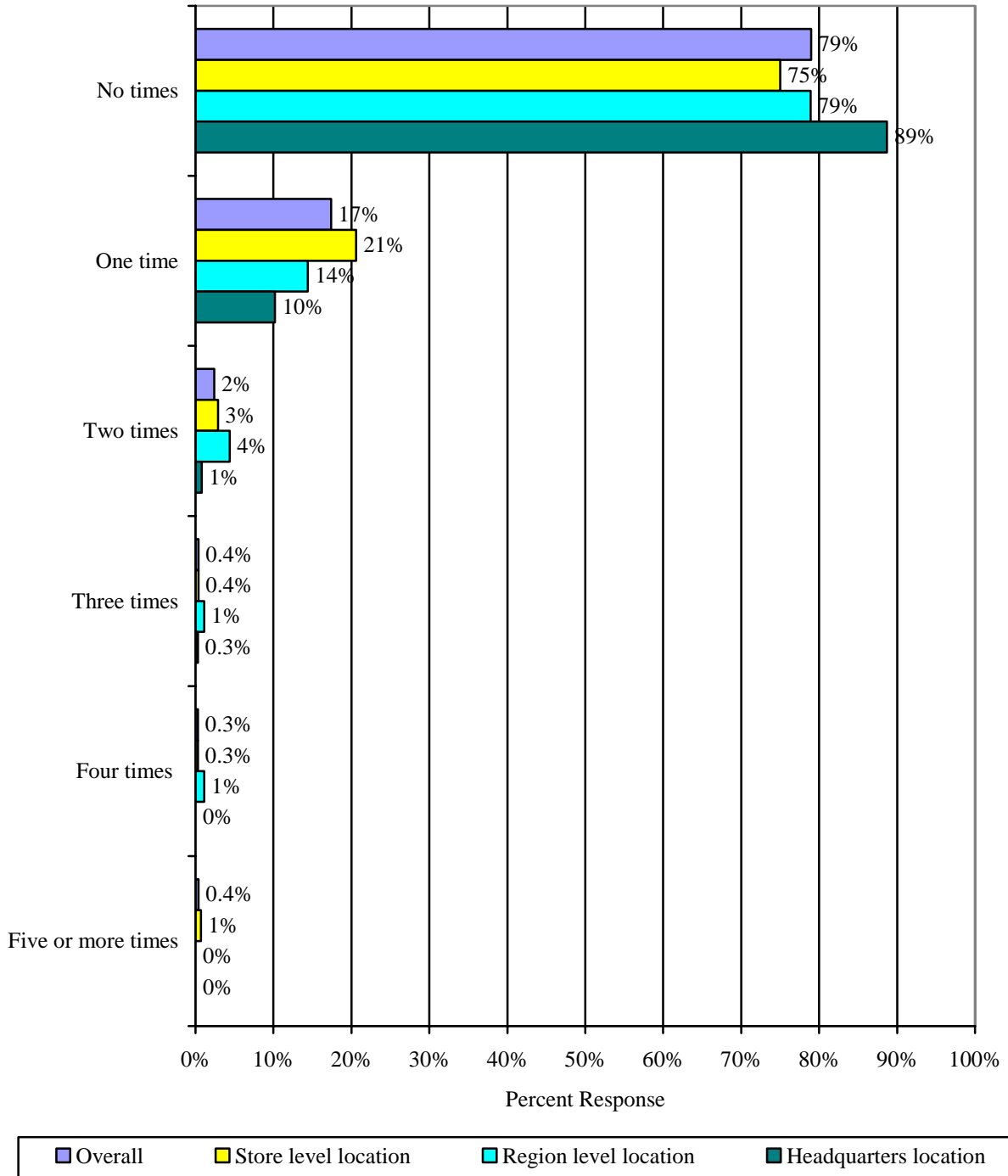


2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

Half of the respondents (51%) have never voluntarily made a lateral transfer to advance their career. Of those who have transferred, most have only made a lateral transfer once or twice. Region level employees have voluntarily made a lateral transfer more frequently than Store level or Headquarters employees.

QUESTION THIRTEEN

13. How often in your career with DeCA have you voluntarily taken a downgrade to advance your career?

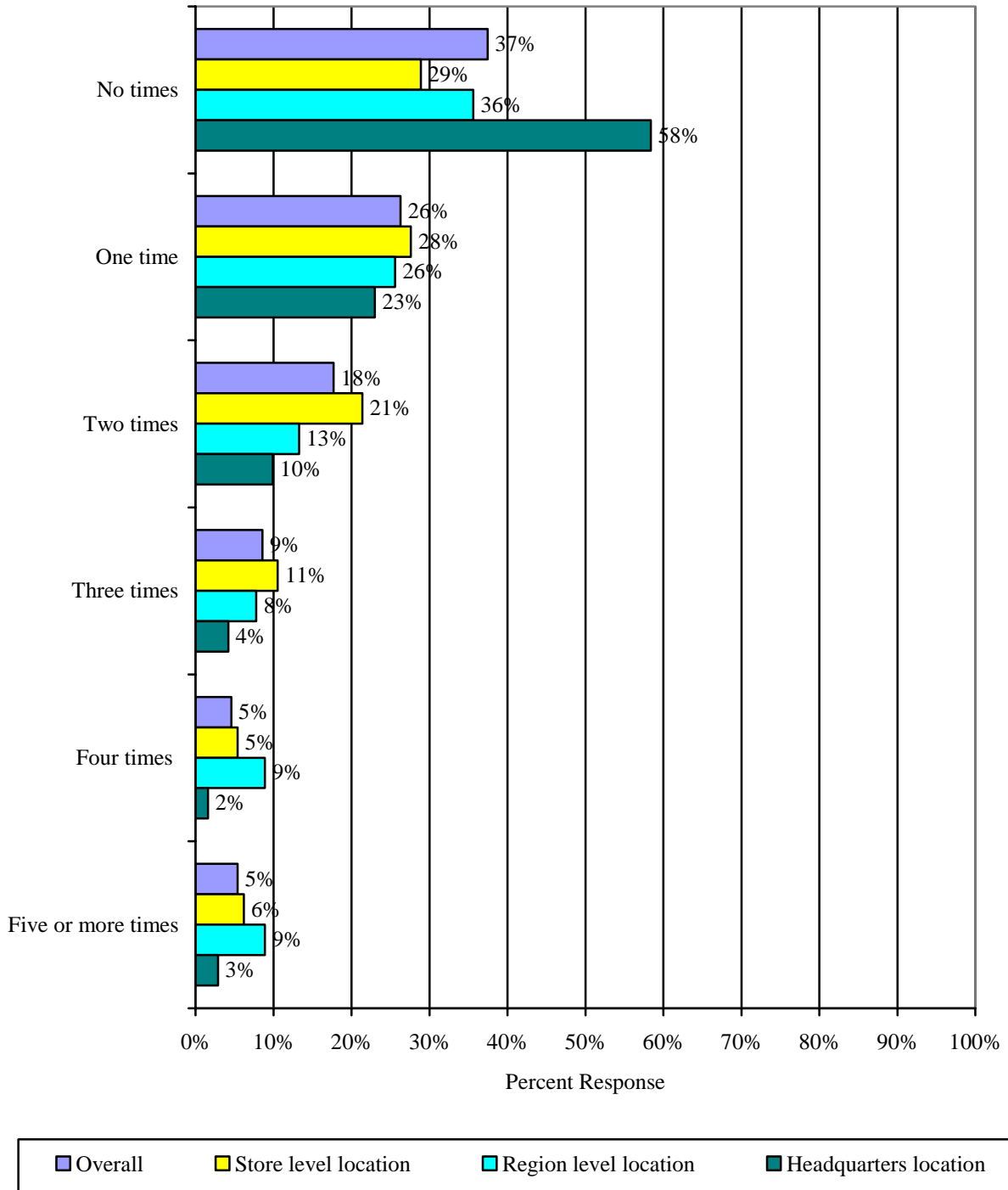


2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

A majority of the respondents (79%) have never voluntarily taken a downgrade to advance their career. Of those who have, a majority have only taken a downgrade once. Headquarters employees less frequently reported they have voluntarily taken a downgrade compared to Store and Region level employees.

QUESTION FOURTEEN

14. How many times in your career with DeCA have you been temporarily promoted or detailed to a higher graded job for at least 30 days?



2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

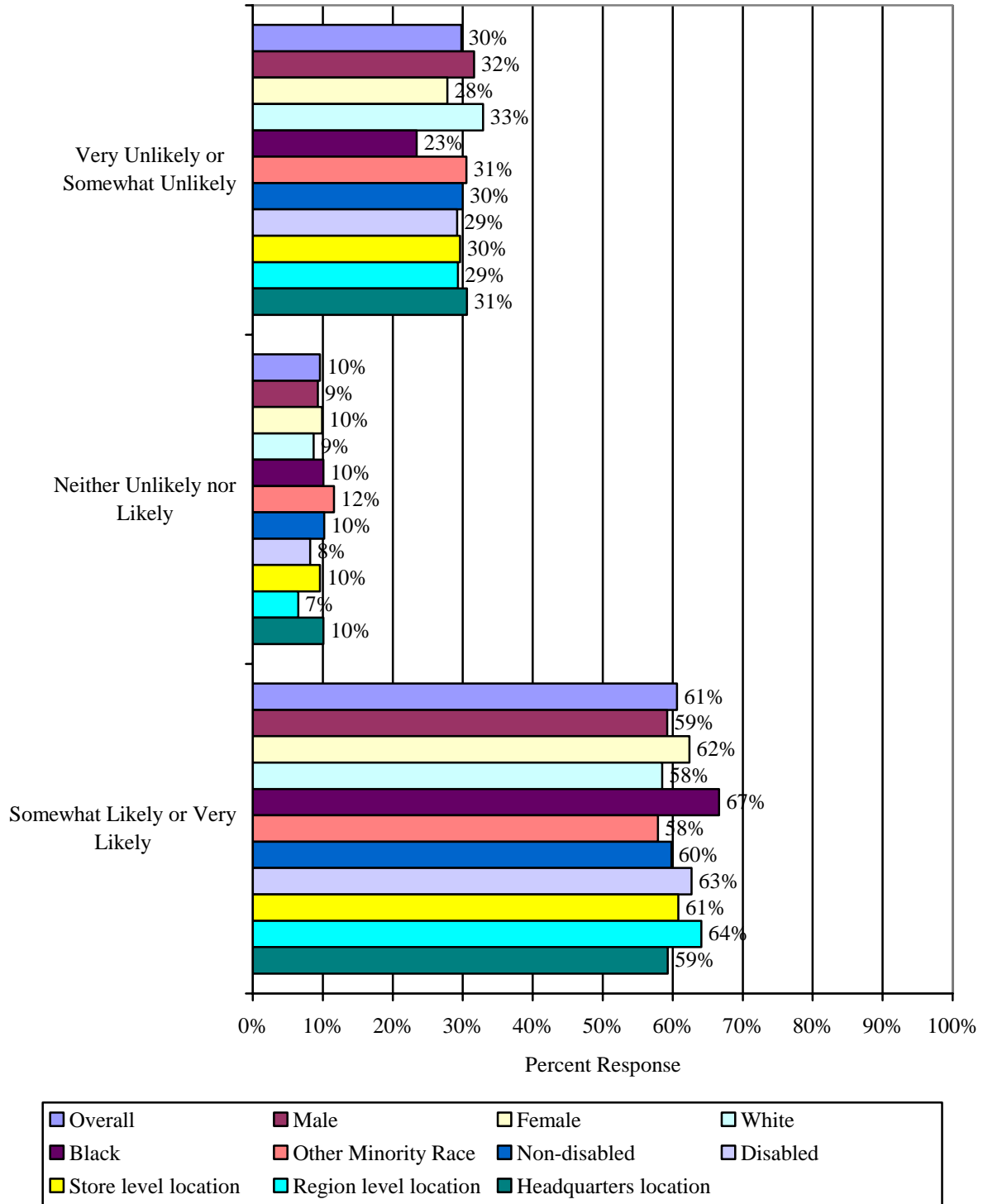
Thirty-seven percent (37%) of the respondents have never been temporarily promoted or detailed to a higher graded job for at least 30 days. Of those who have, a majority have been temporarily promoted or detailed to a higher graded job once or twice. Headquarters employees less frequently reported they have been temporarily promoted or detailed to a higher graded job compared to Store and Region level employees.

QUESTIONS FIFTEEN, SIXTEEN, AND SEVENTEEN

In response to Question Fifteen, “When your supervisor is away for a short period of time, is the responsibility to serve as the “acting supervisor” always assigned to an employee at a higher grade than yourself?”, 65% of respondents marked “No.” These respondents continued to Question Sixteen: “How often are you asked to serve as the “acting supervisor” when your supervisor is away for a short period of time?” Fifty-seven percent (57%) of these respondents indicated that they “Almost always” or “Regularly” serve as the acting supervisor when their supervisor is away. Finally, 65% of all respondents answered “Very likely” or “Somewhat likely” to Question Seventeen: “If your supervisor had a critical project, how likely is it that it would be assigned to you?”

QUESTION EIGHTEEN

18. Is it likely that you will apply for a promotion within the next 5 years?



2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

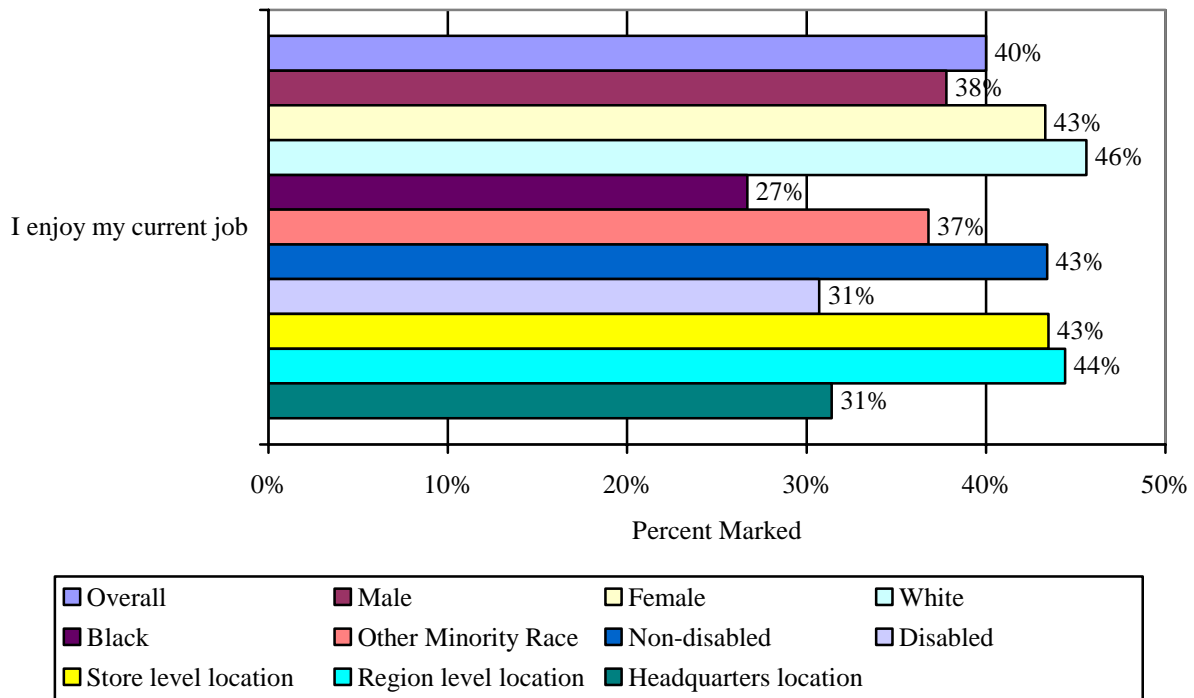
Overall, 30% of respondents indicated that they would be “Very unlikely” or “Somewhat unlikely” to apply for a promotion in the next five years and 61% would be “Very likely” or “Somewhat likely”. The groups least likely to apply for a promotion are White employees (33%) and men (32%).

QUESTION NINETEEN

Question Nineteen, Why is it unlikely that you will apply for a promotion?, has nine options, the results of which are presented below.

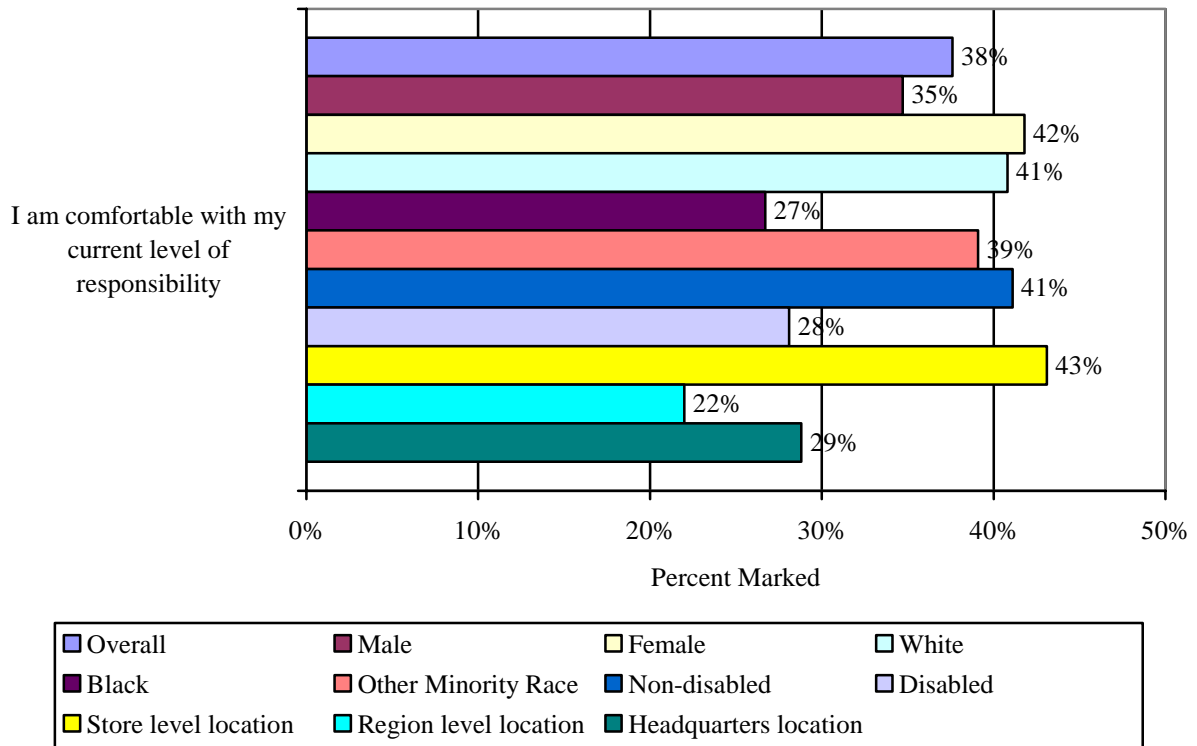
- I enjoy my current job
- I am comfortable with my current level or responsibility
- I like working with my current supervisor
- I don't want the stress of working at that level
- I don't want supervisory responsibilities
- I don't want to work more hours
- I don't want to relocate
- I don't have the qualifications/ability
- I don't think I would be selected

19. Why is it unlikely that you will apply for a promotion?



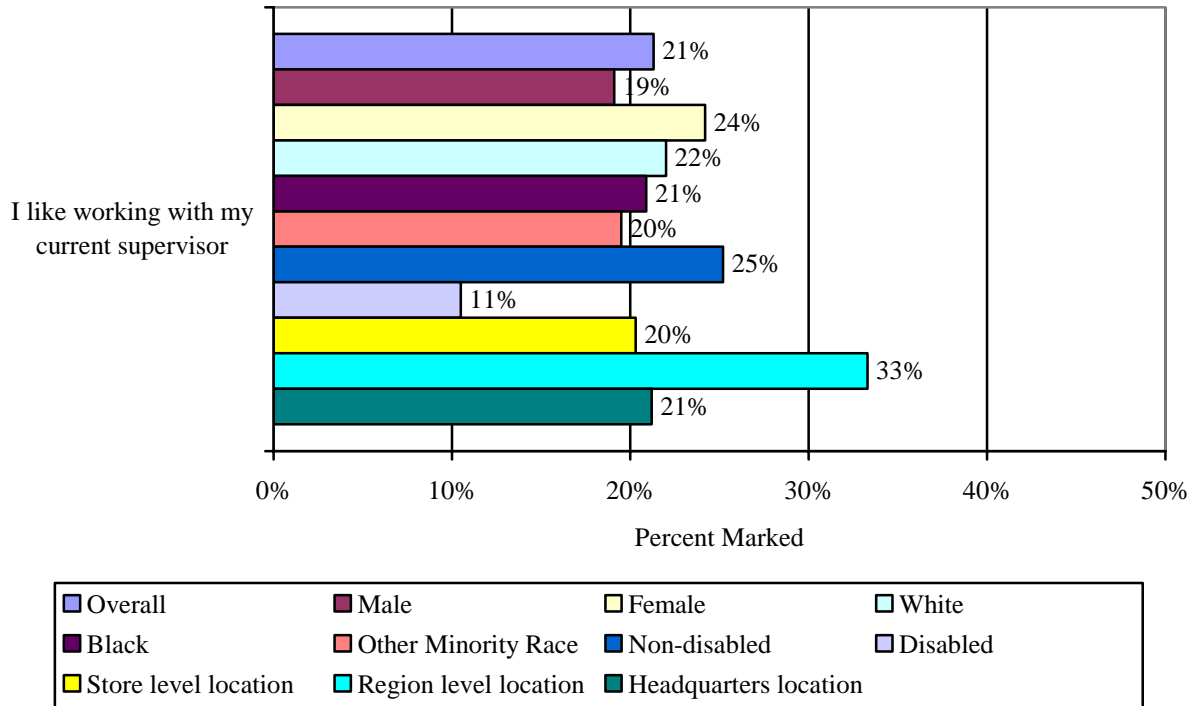
Of the employees who are unlikely to apply for a promotion in the next five years, 40% indicate their reason is “I enjoy my current job.” The groups that most frequently marked this reason are: Women (43%), White employees (46%), employees who are not disabled (43%), and Store (43%) and Region (44%) Level employees.

19. Why is it unlikely that you will apply for a promotion?



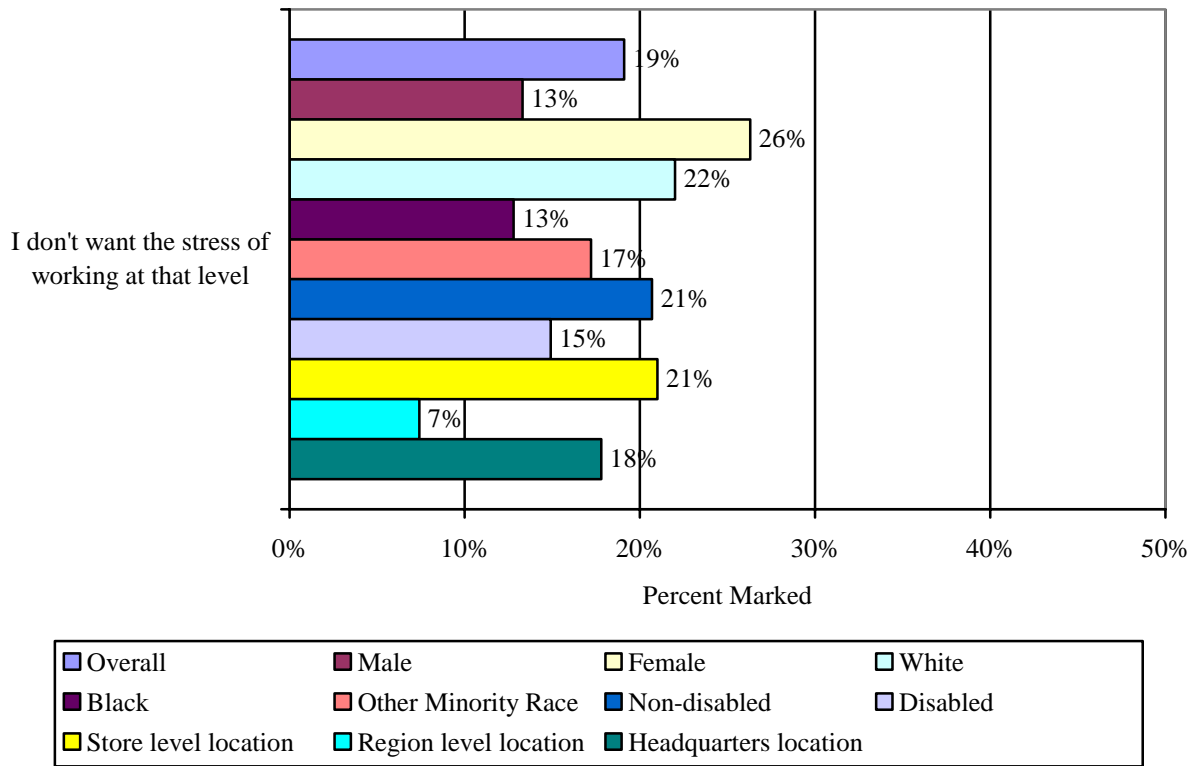
Of the employees who are unlikely to apply for a promotion in the next five years, 38% indicate their reason is “I am comfortable with my current level of responsibility.” The groups that most frequently marked this reason are: Women (42%), White employees (41%), employees who are not disabled (41%), and Store Level (43%) employees.

19. Why is it unlikely that you will apply for a promotion?



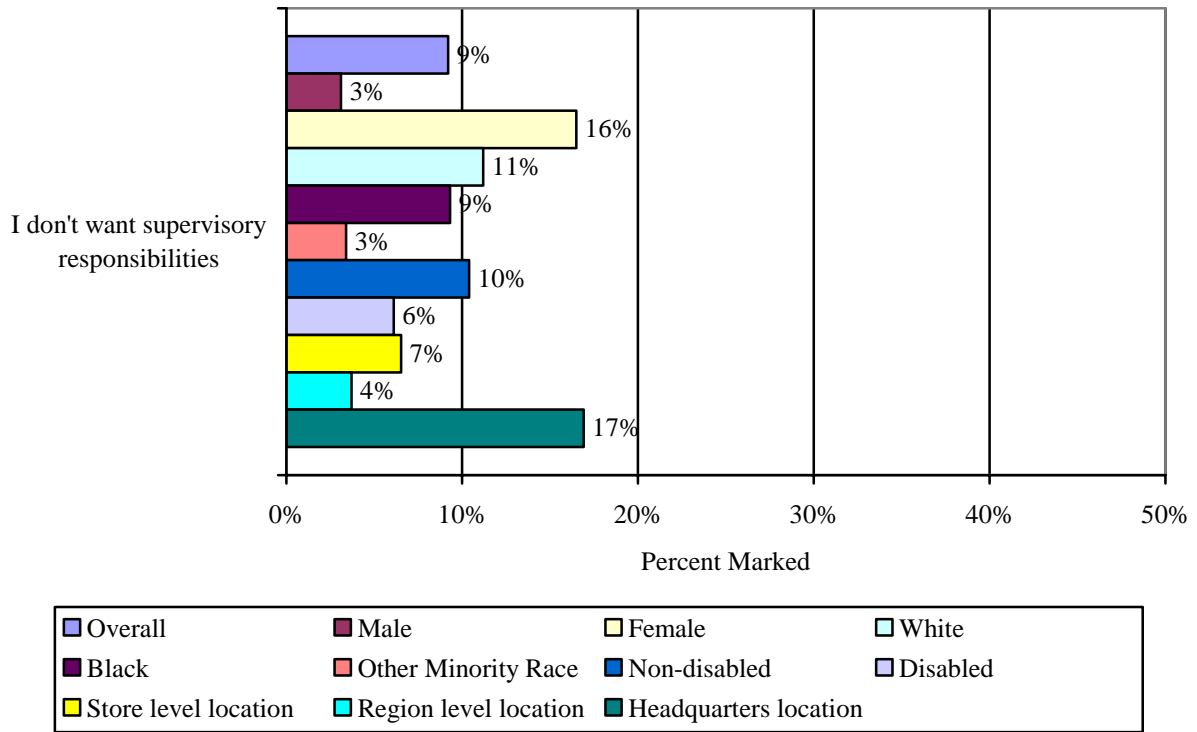
Of the employees who are unlikely to apply for a promotion in the next five years, 21% indicate their reason is “I like working with my current supervisor.” The groups that most frequently marked this reason are: women (24%), employees who are not disabled (25%), and Region Level (33%) employees.

19. Why is it unlikely that you will apply for a promotion?



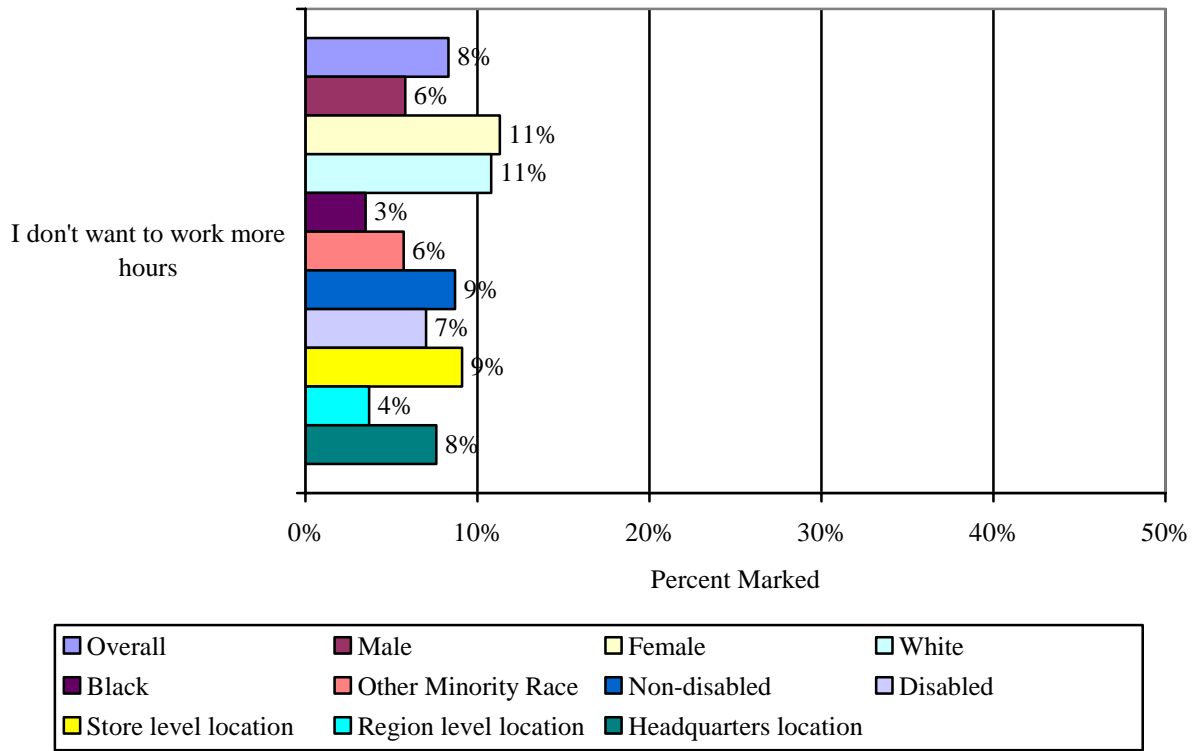
Of the employees who are unlikely to apply for a promotion in the next five years, 19% indicate their reason is “I don’t want the stress of working at that level.” The groups that most frequently marked this reason are: Women (26%) and White employees (22%).

19. Why is it unlikely that you will apply for a promotion?



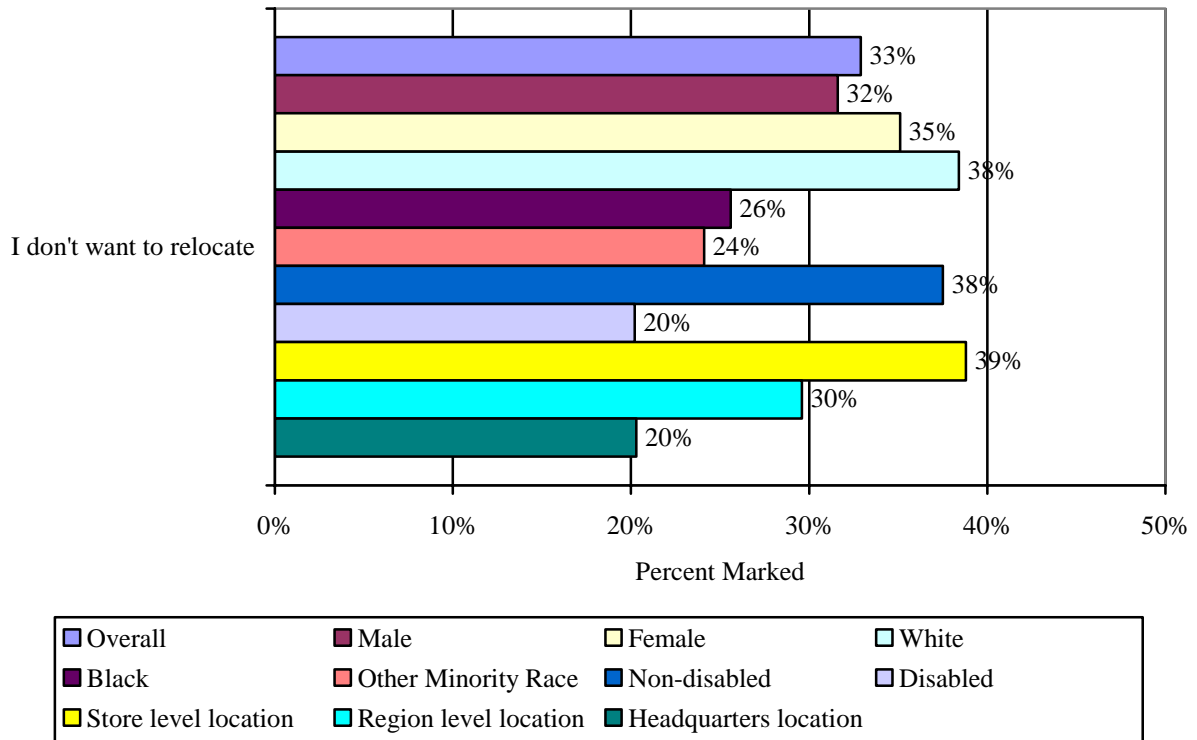
Of the employees who are unlikely to apply for a promotion in the next five years, 9% indicate their reason is “I don’t want supervisory responsibilities.” The groups that most frequently marked this reason are: Women (16%) and Headquarters employees (17%).

19. Why is it unlikely that you will apply for a promotion?



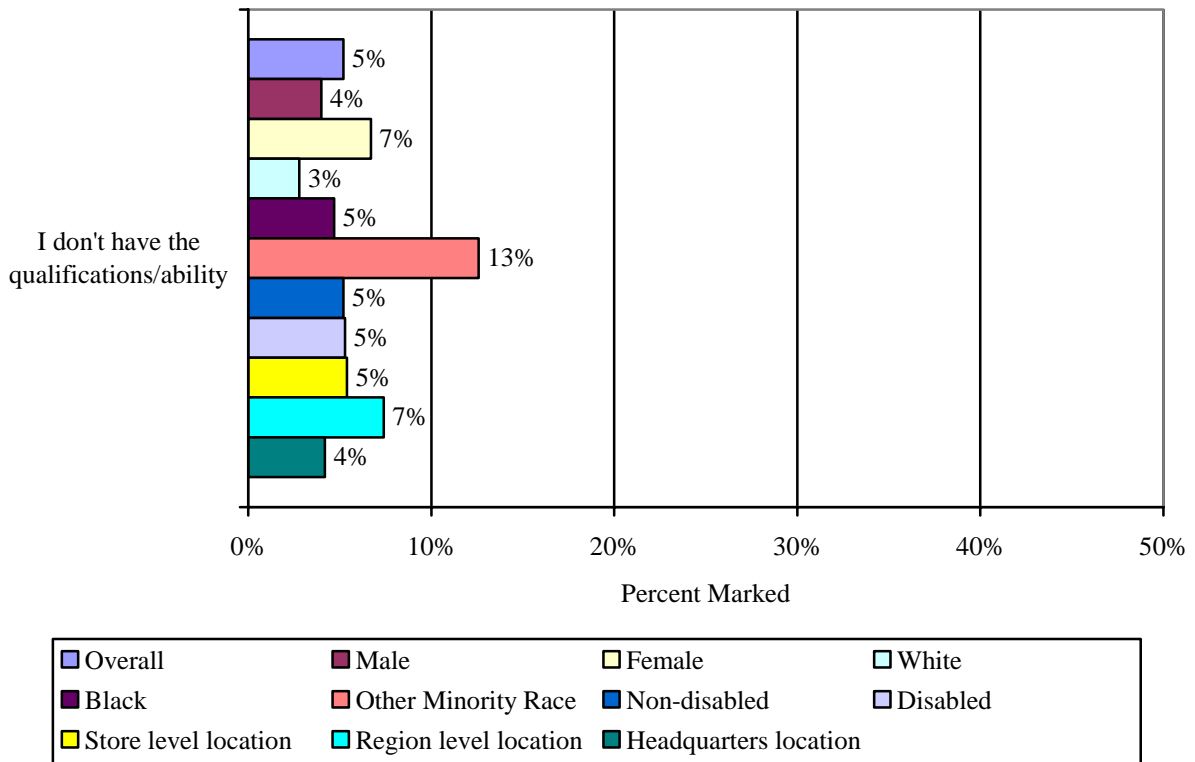
Of the employees who are unlikely to apply for a promotion in the next five years, 8% indicate their reason is “I don’t want to work more hours.” The groups that most frequently marked this reason are: Women (11%), and White employees (11%).

19. Why is it unlikely that you will apply for a promotion?



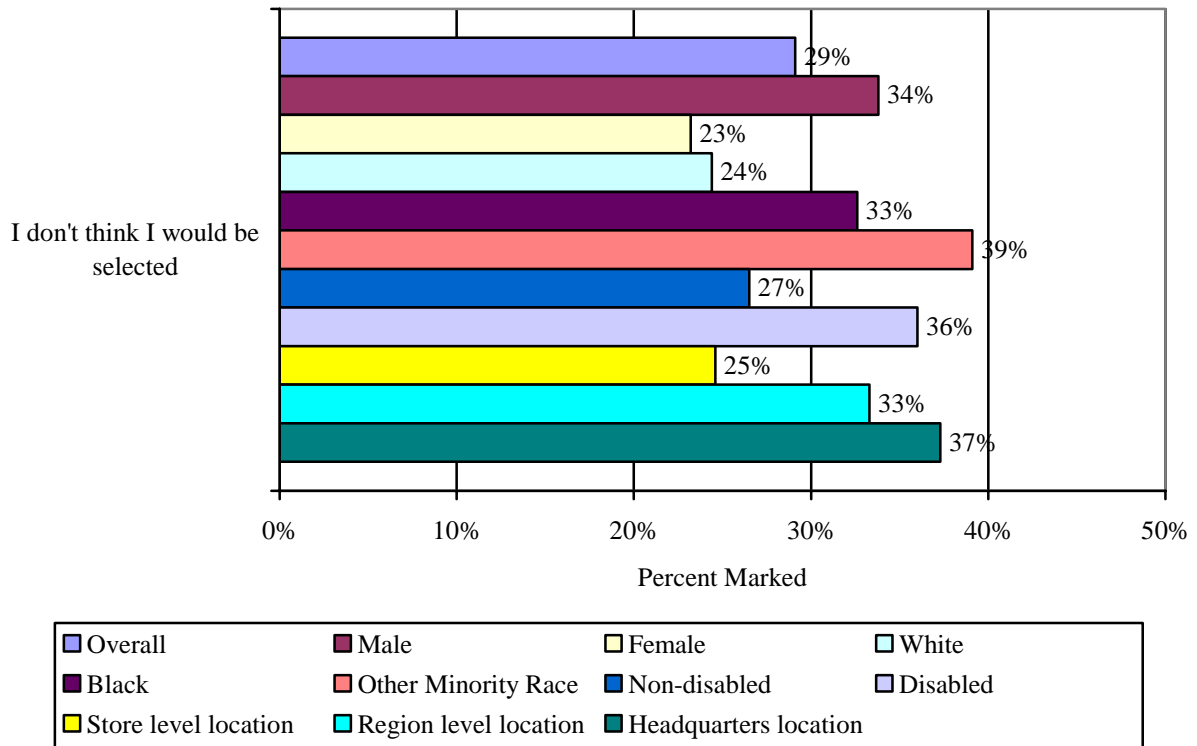
Of the employees who are unlikely to apply for a promotion in the next five years, 33% indicate their reason is “I don’t want to relocate.” The groups that most frequently marked this reason are: White employees (38%), employees who are not disabled (38%), and Store Level employees (39%).

19. Why is it unlikely that you will apply for a promotion?



Of the employees who are unlikely to apply for a promotion in the next five years, 5% indicate their reason is “I don’t have the qualifications/ability.” The group that most frequently marked this reason is: Other Minority Race (13%).

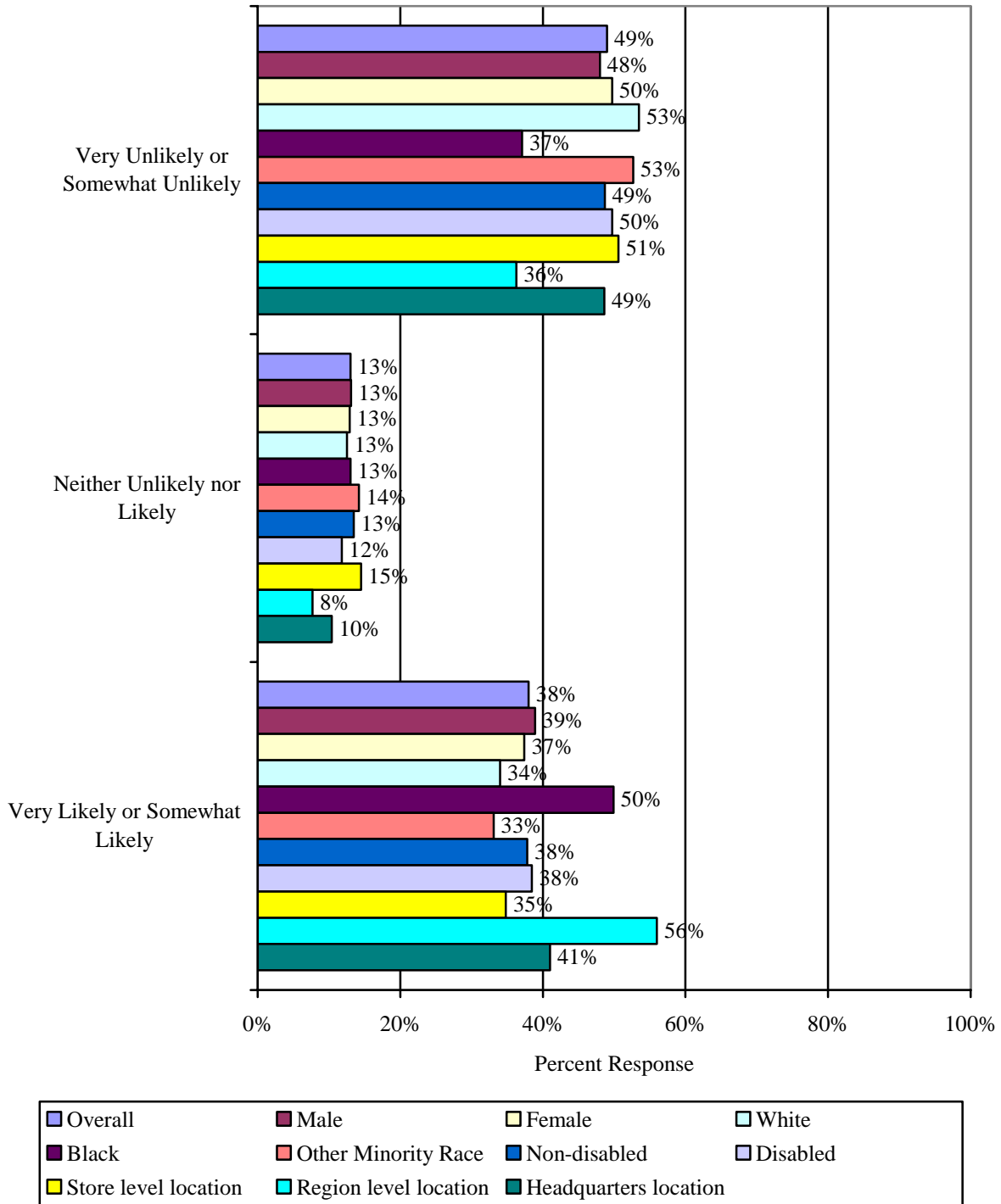
19. Why is it unlikely that you will apply for a promotion?



Of the employees who are unlikely to apply for a promotion in the next five years, 29% indicate their reason is “I don’t think I would be selected.” The groups that most frequently marked this reason are: Other Minority Race (39%), employees who are disabled (36%), and Headquarters employees (37%).

QUESTION TWENTY

20. How likely is it that you will strive to be a GS-15 or higher during your career?



2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

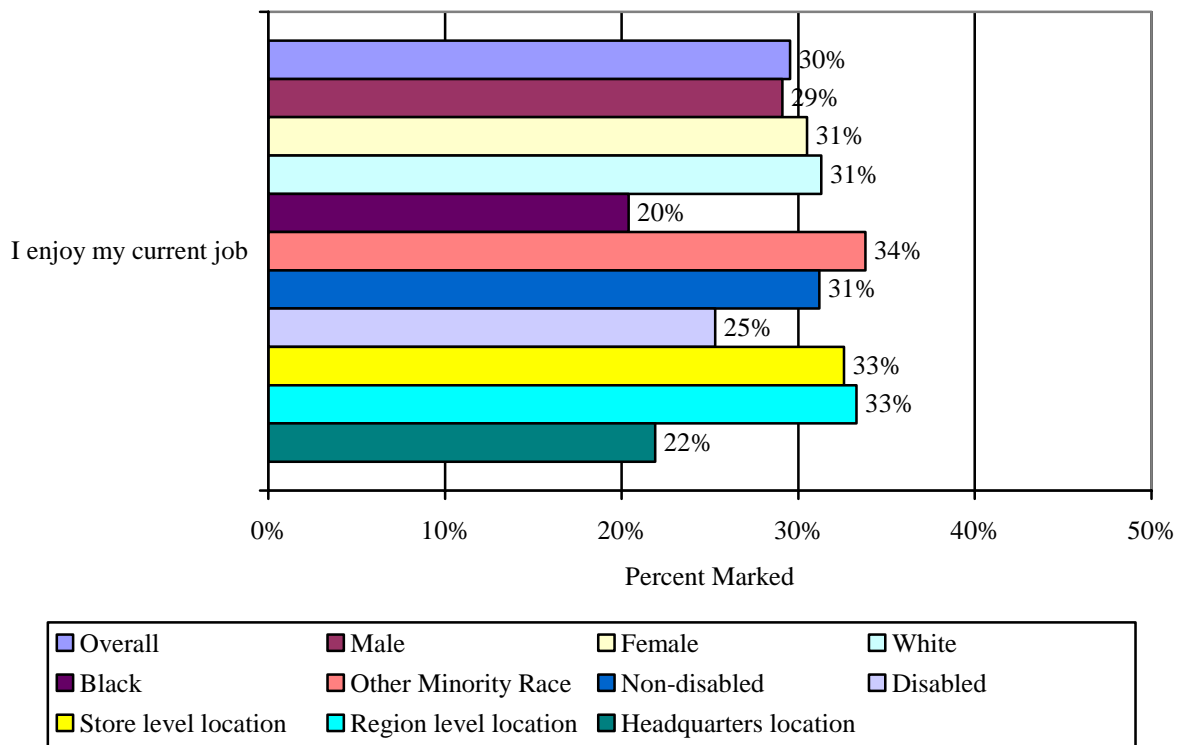
Overall, 49% of respondents indicated that they would be “Very unlikely” or “Somewhat unlikely” to strive to be a GS-15 or higher during their career versus 38% who are “Very likely” or “Somewhat likely”. The groups least likely to strive to be a GS-15 are White employees (53%), and Other Minority Race employees (53%). Respondents most likely to strive to be a GS-15 are Black employees (50%) and employees at the Region Level (56%).

QUESTION TWENTY-ONE

Question Twenty-one, Why is it unlikely that you will strive to be a GS-15 or higher?, has nine options, the results of which are presented below.

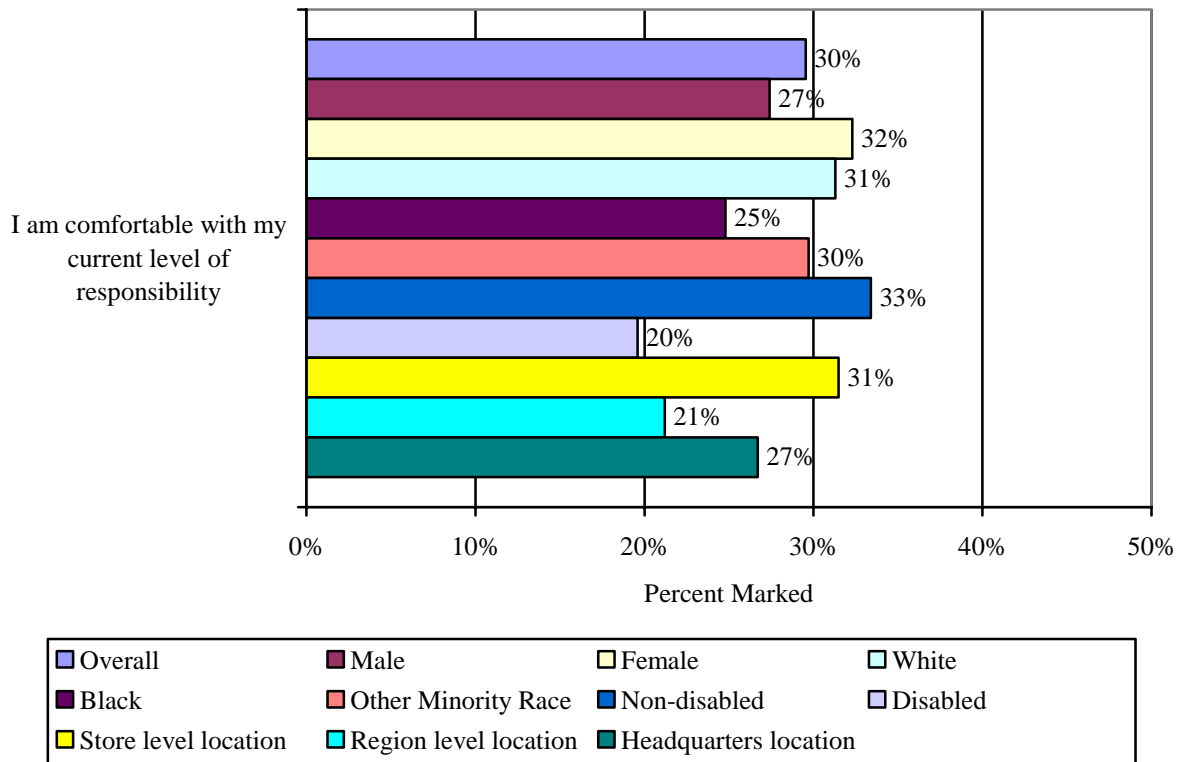
- I enjoy my current job
- I am comfortable with my current level or responsibility
- I like working with my current supervisor
- I don't want the stress of working at that level
- I don't want supervisory responsibilities
- I don't want to work more hours
- I don't want to relocate
- I don't have the qualifications/ability
- I don't think I would be selected

21. Why is it unlikely that you will strive to be a GS-15 or higher?



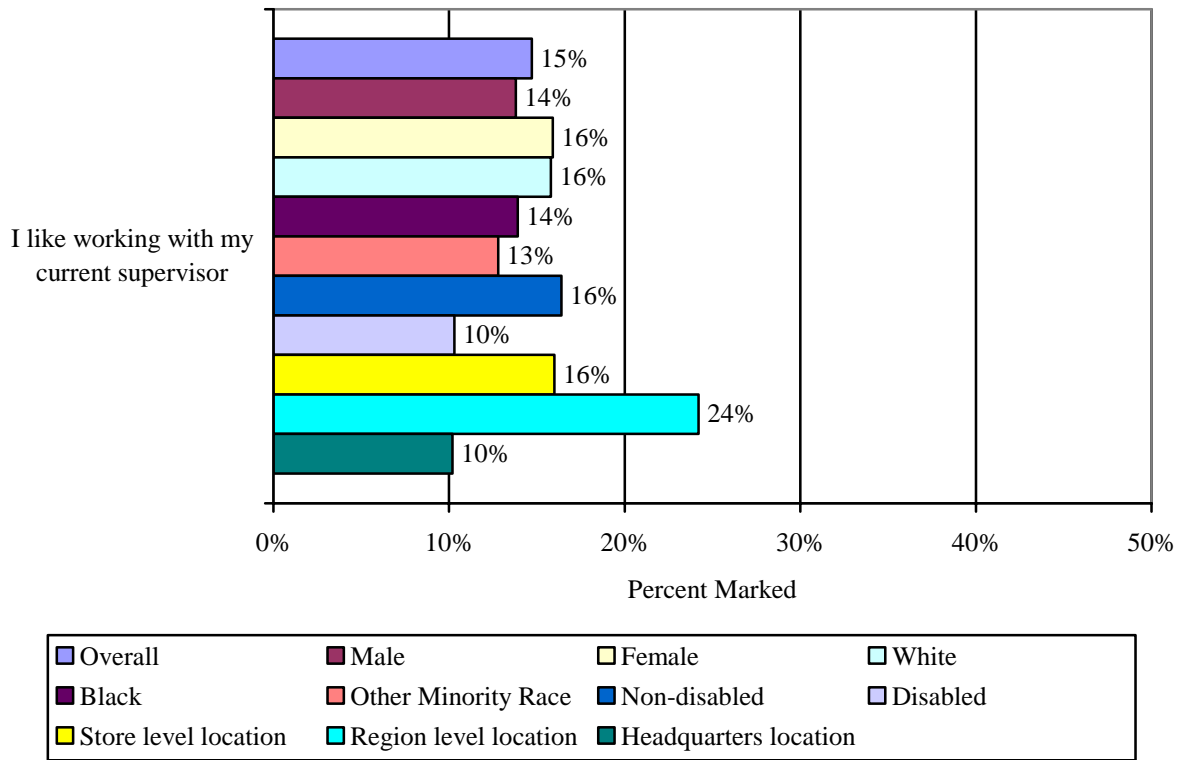
Of the employees who will be unlikely to strive to be a GS-15 or higher, 30% indicate their reason is “I enjoy my current job.” The groups that most frequently marked this reason are: Other Minority Race (34%), and Store (33%) and Region (33%) Level employees.

21. Why is it unlikely that you will strive to be a GS-15 or higher?



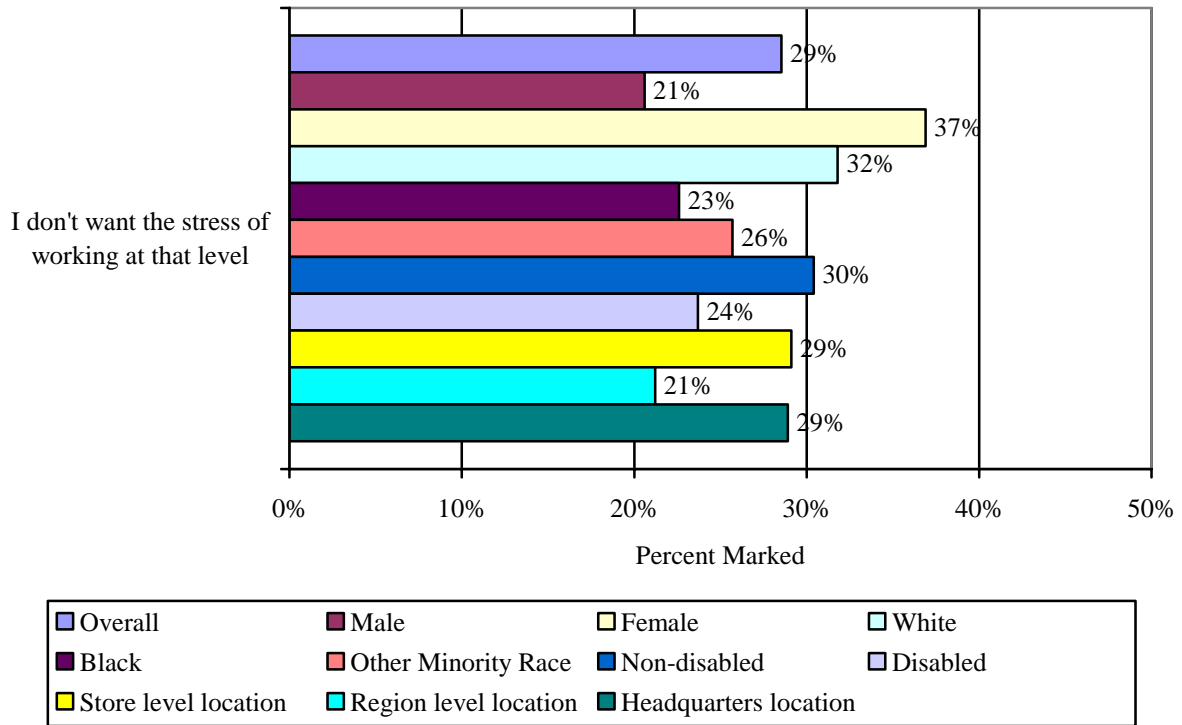
Of the employees who will be unlikely to strive to be a GS-15 or higher, 30% indicate their reason is “I am comfortable with my current level of responsibility.” The groups that most frequently marked this reason are: Women (32%), employees who are not disabled (33%), White employees (31%), and employees at the Store Level (31%).

21. Why is it unlikely that you will strive to be a GS-15 or higher?



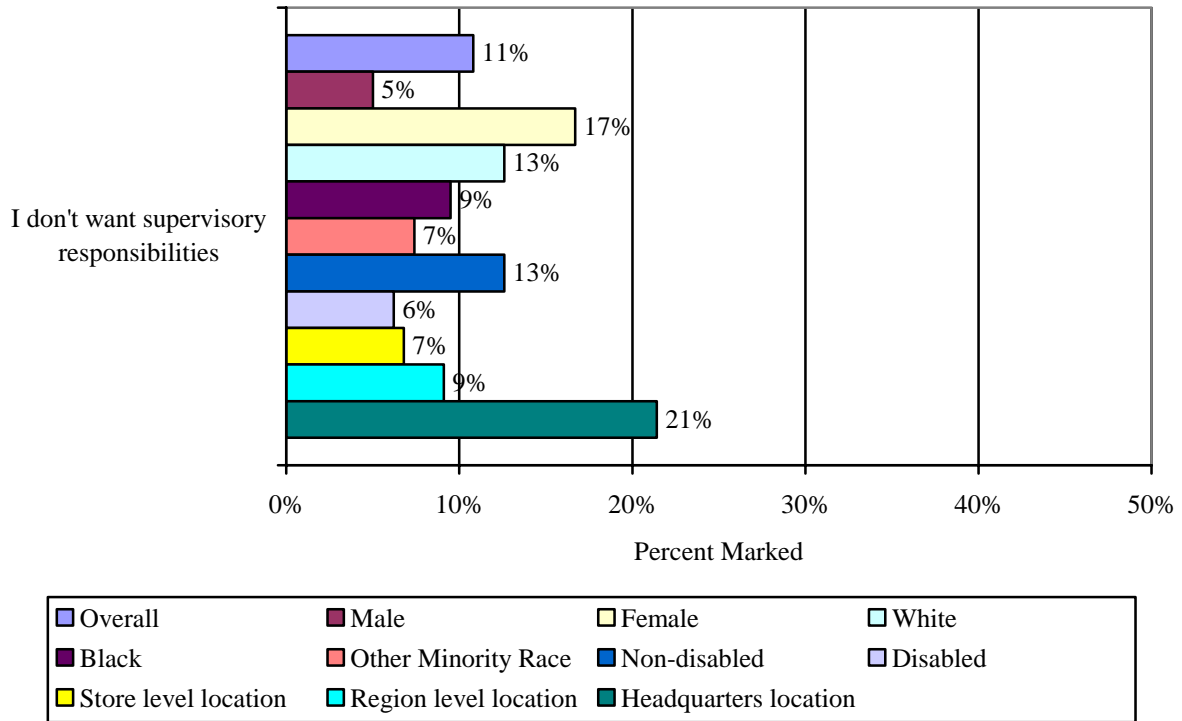
Of the employees who will be unlikely to strive to be a GS-15 or higher, 15% indicate their reason is “I like working with my current supervisor.” The group that most frequently marked this reason is: Region Level employees (24%).

21. Why is it unlikely that you will strive to be a GS-15 or higher?



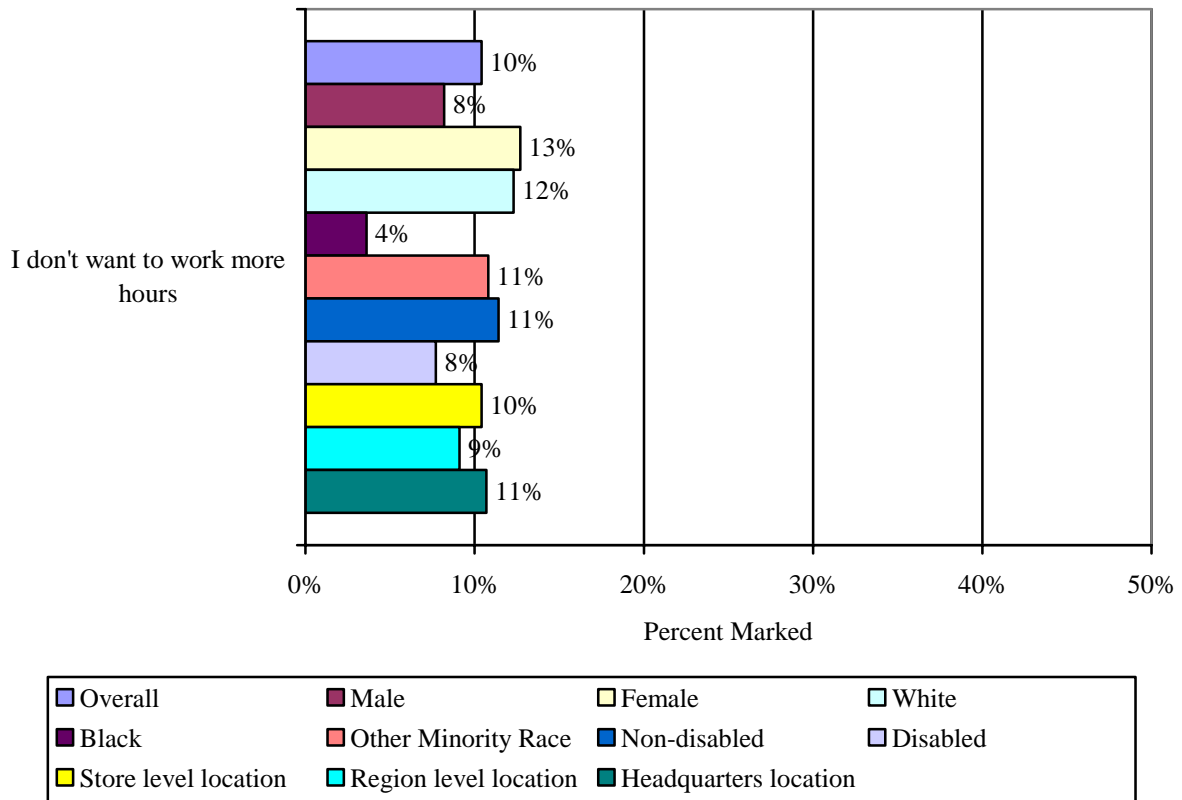
Of the employees who will be unlikely to strive to be a GS-15 or higher, 29% indicate their reason is “I don’t want the stress of working at that level.” The group that most frequently marked this reason is: Women (37%).

21. Why is it unlikely that you will strive to be a GS-15 or higher?



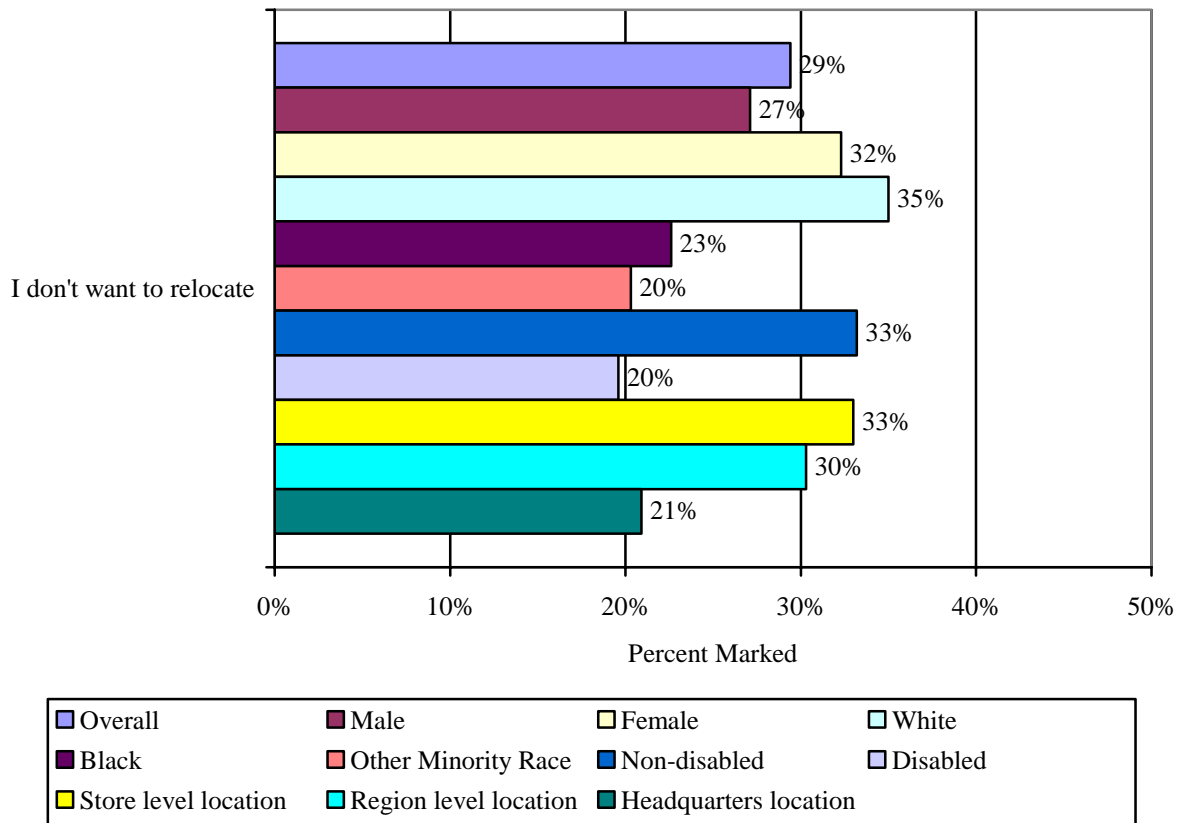
Of the employees who will be unlikely to strive to be a GS-15 or higher, 11% indicate their reason is “I don’t want supervisory responsibilities.” The groups that most frequently marked this reason are: Women (17%) and Headquarters location (21%).

21. Why is it unlikely that you will strive to be a GS-15 or higher?



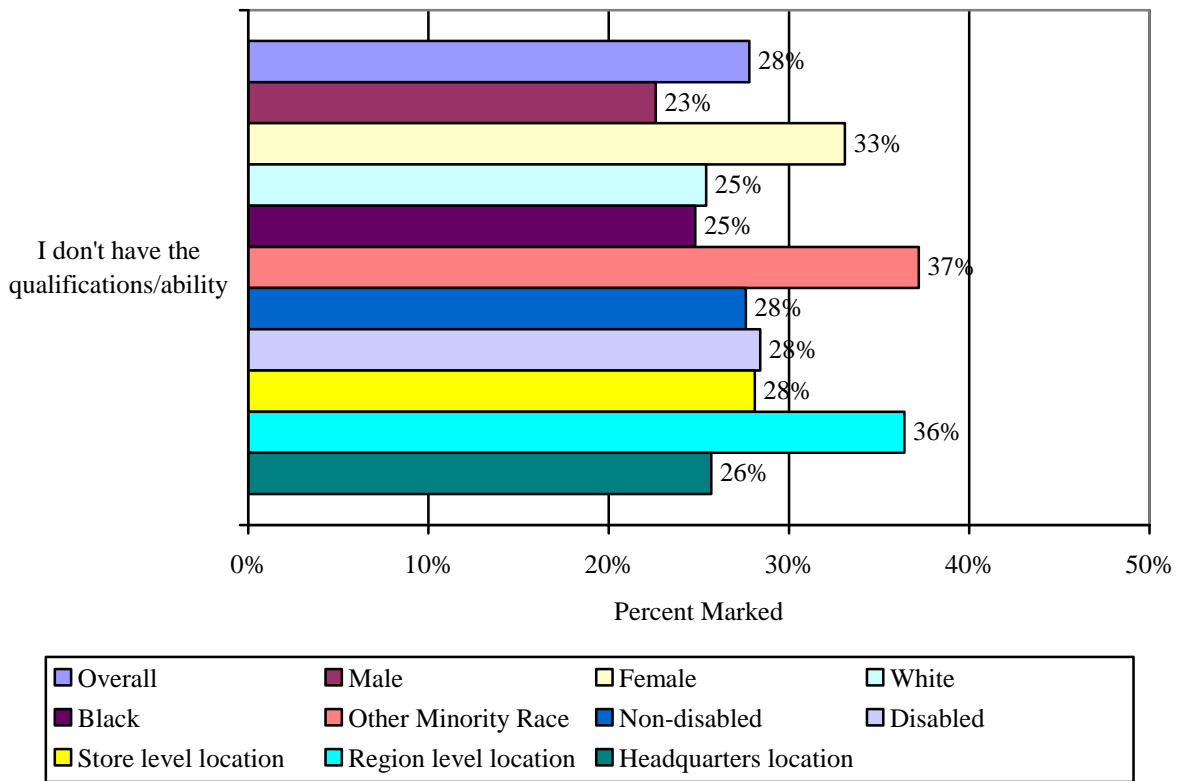
Of the employees who will be unlikely to strive to be a GS-15 or higher, 10% indicate their reason is “I don’t want to work more hours.” The groups that most frequently marked this reason are: Women (13%) and White employees (12%).

21. Why is it unlikely that you will strive to be a GS-15 or higher?



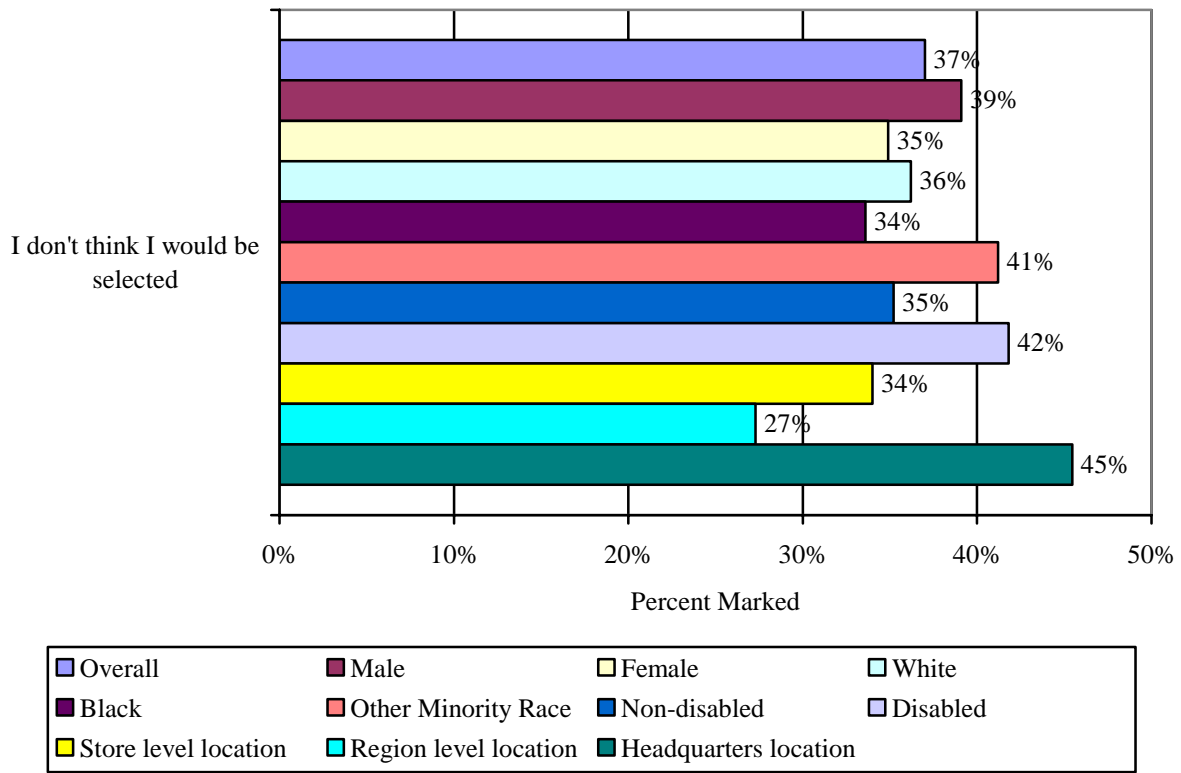
Of the employees who will be unlikely to strive to be a GS-15 or higher, 29% indicate their reason is “I don’t want to relocate.” The groups that most frequently marked this reason are: White employees (35%), employees who are not disabled (33%), and Store Level employees (33%).

21. Why is it unlikely that you will strive to be a GS-15 or higher?



Of the employees who will be unlikely to strive to be a GS-15 or higher, 28% indicate their reason is “I don’t have the qualifications/ability.” The groups that most frequently marked this reason are: Women (33%), Other Minority Race (37%), and Region Level employees (36%).

21. Why is it unlikely that you will strive to be a GS-15 or higher?



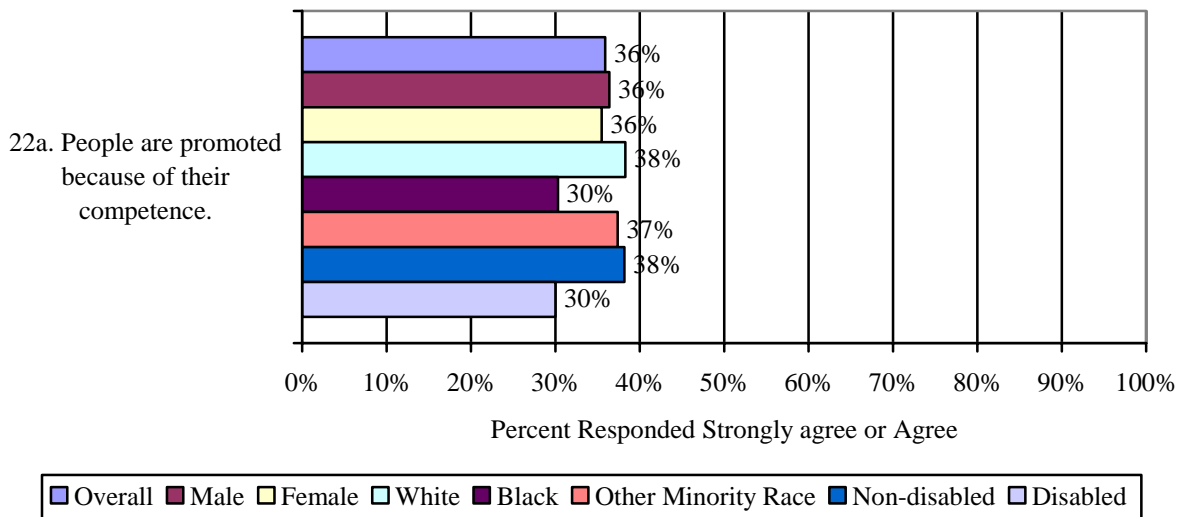
Of the employees who will be unlikely to strive to be a GS-15 or higher, 37% indicate their reason is “I don’t think I would be selected.” The groups that most frequently marked this reason are: Other Minority Race (41%), employees who are disabled (42%), and Headquarters employees (45%).

QUESTION TWENTY-TWO

Question Twenty-Two, “The following question asks about your perceptions of the work environment within DeCA. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.”, has seven statements, the results of which are presented below.

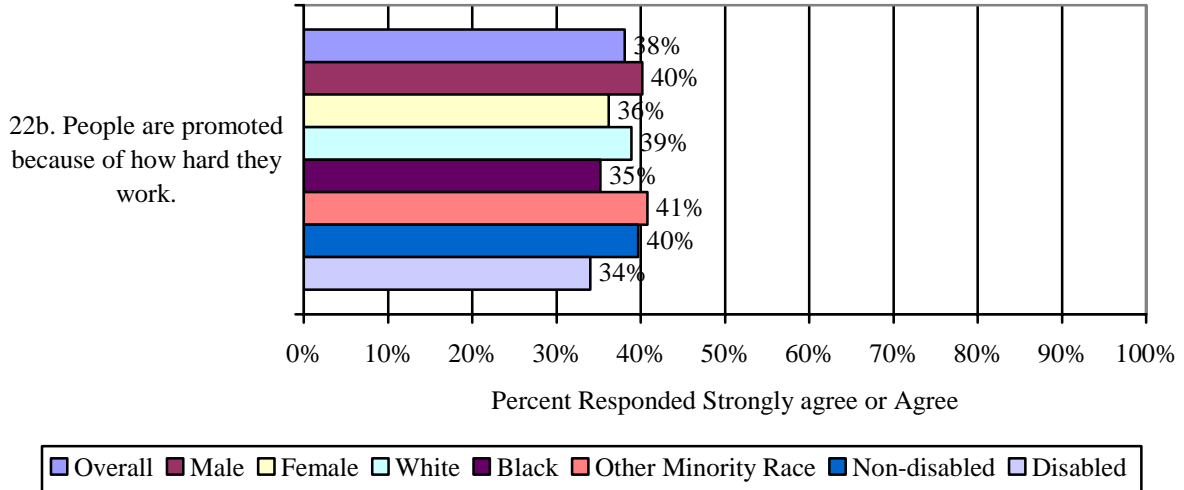
- a. People are promoted because of their competence
- b. People are promoted because of how hard they work
- c. People are promoted because of whom they know
- d. Women and men are treated equally
- e. Minorities and non-minorities are treated equally
- f. Standards are the same for women and men
- g. My agency has been successful in recruiting a diverse workforce

22. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.



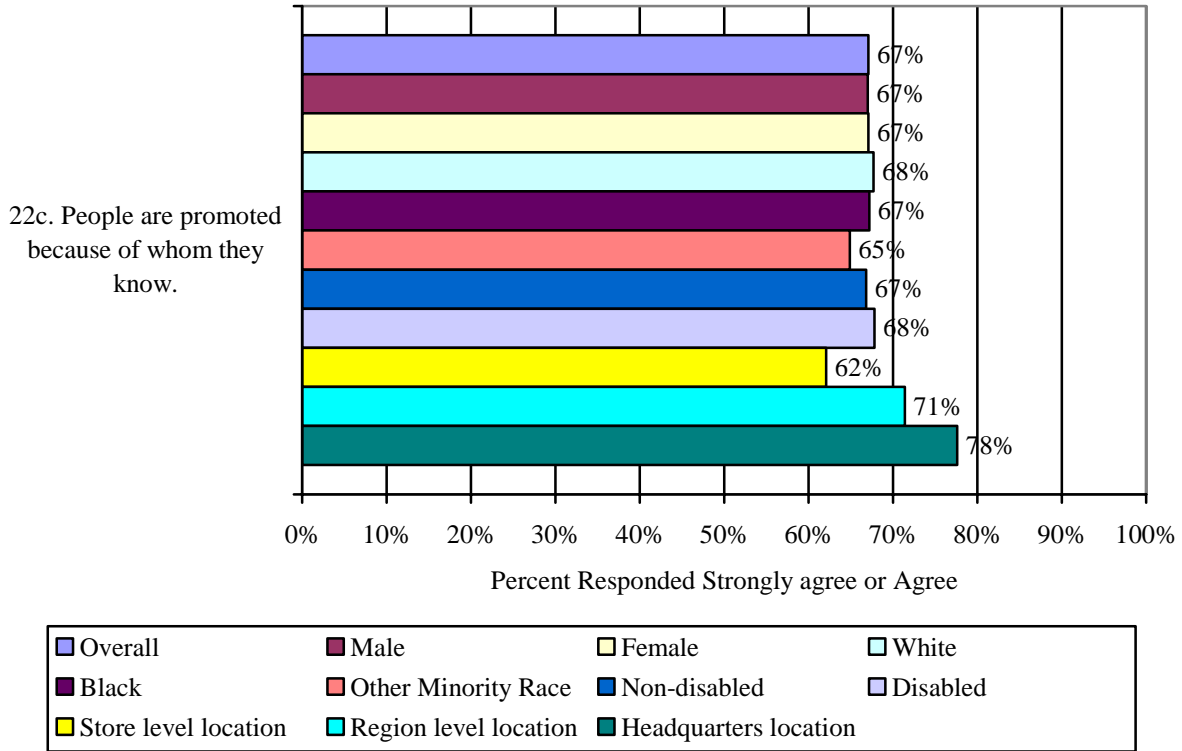
Overall, 36% of respondents “Strongly agree” or “Agree” that “People are promoted because of their competence.” Only 30% of Black and 30% of Disabled employees agree with that statement.

22. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.



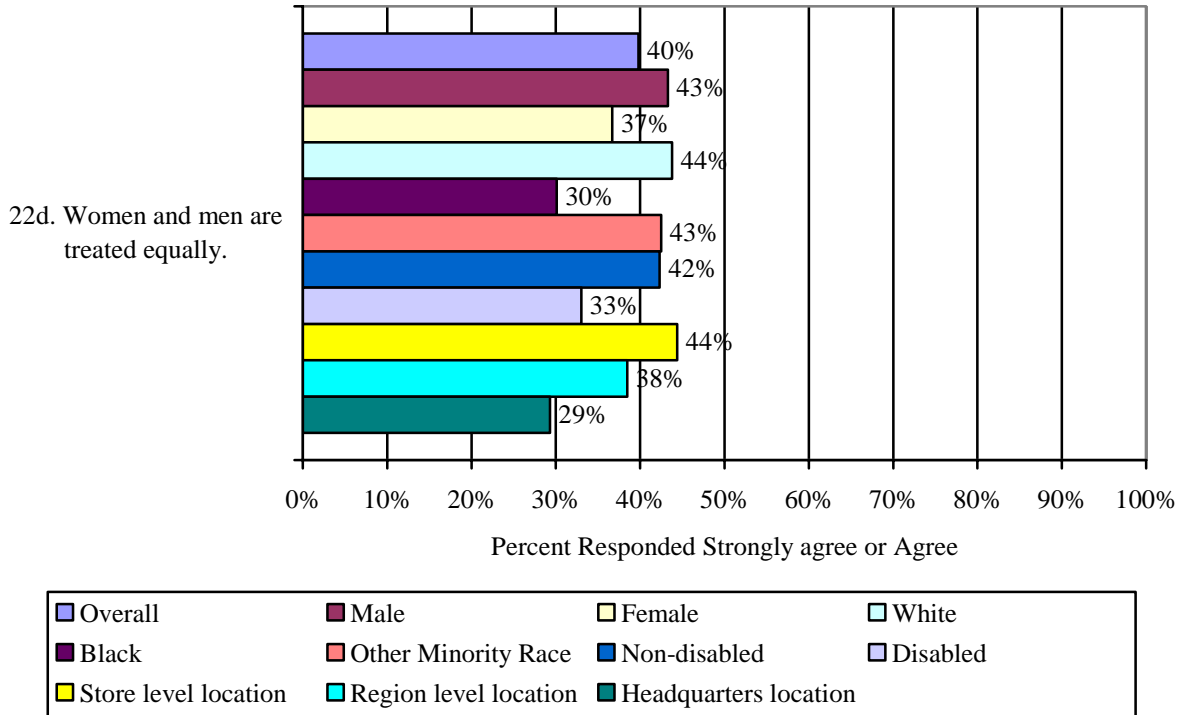
Overall, 38% of respondents “Strongly agree” or “Agree” that “People are promoted because of how hard they work.” Only 34% of Disabled employees agree with that statement.

22. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.



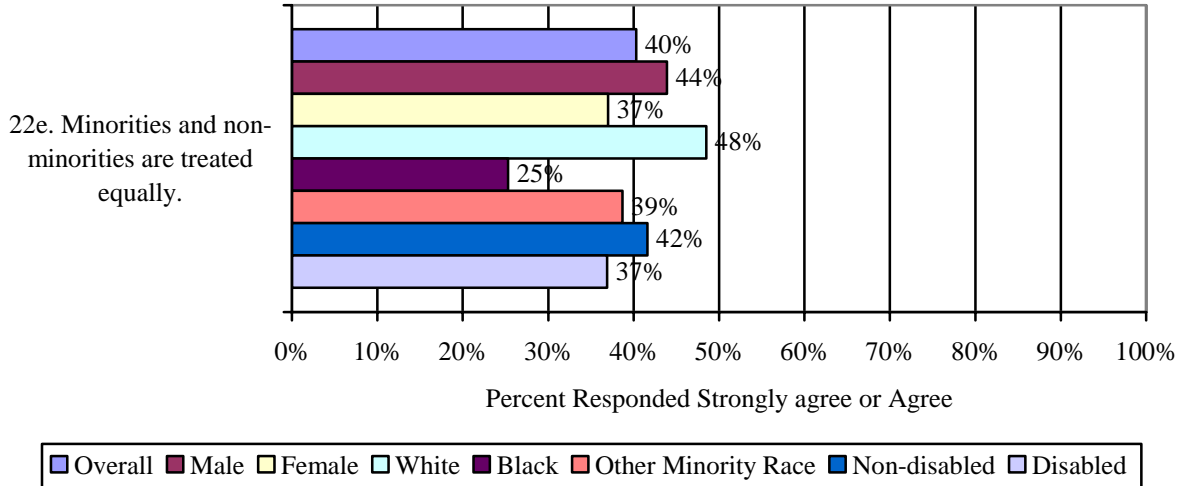
Overall, 67% of respondents “Strongly agree” or “Agree” that “People are promoted because of whom they know.” Seventy-eight percent (78%) of employees at Headquarters agree with that statement.

22. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.



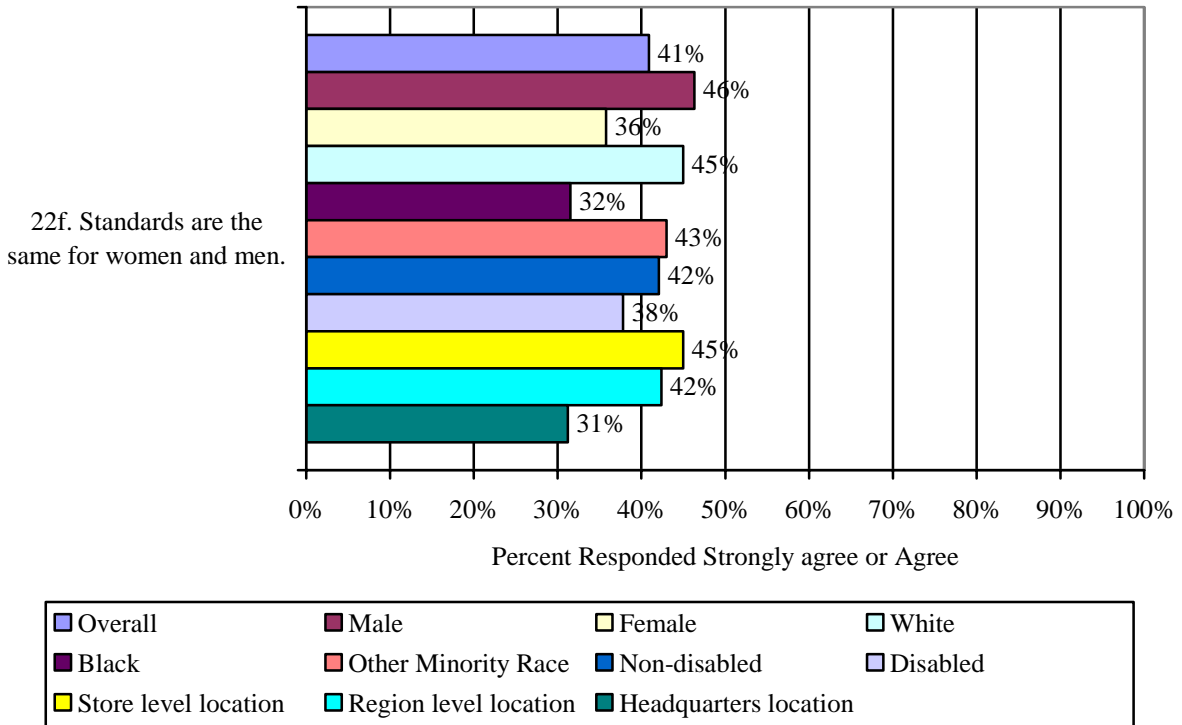
Overall, 40% of respondents “Strongly agree” or “Agree” that “Women and men are treated equally.” Only 30% of Black employees and 29% of employees at Headquarters agree with that statement.

22. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.



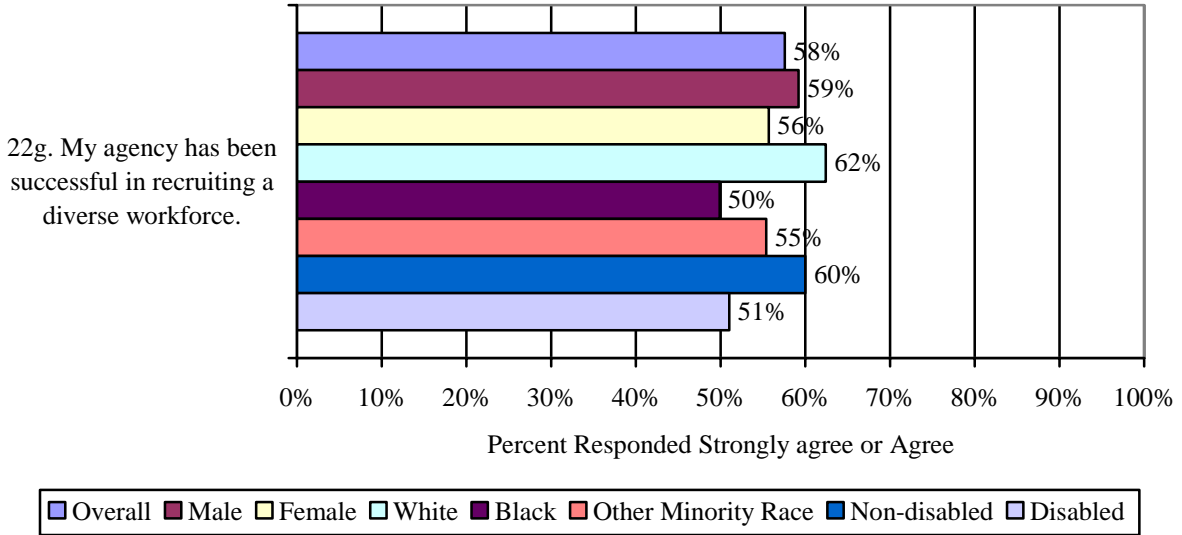
Overall, 40% of respondents “Strongly agree” or “Agree” that “Minorities and non-minorities are treated equally.” However, only 25% of Black employees agree with that statement.

22. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.



Overall, 41% of respondents “Strongly agree” or “Agree” that “Standards are the same for women and men.” Only 31% of employees at Headquarters and 32% of Black employees agree with that statement.

22. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.



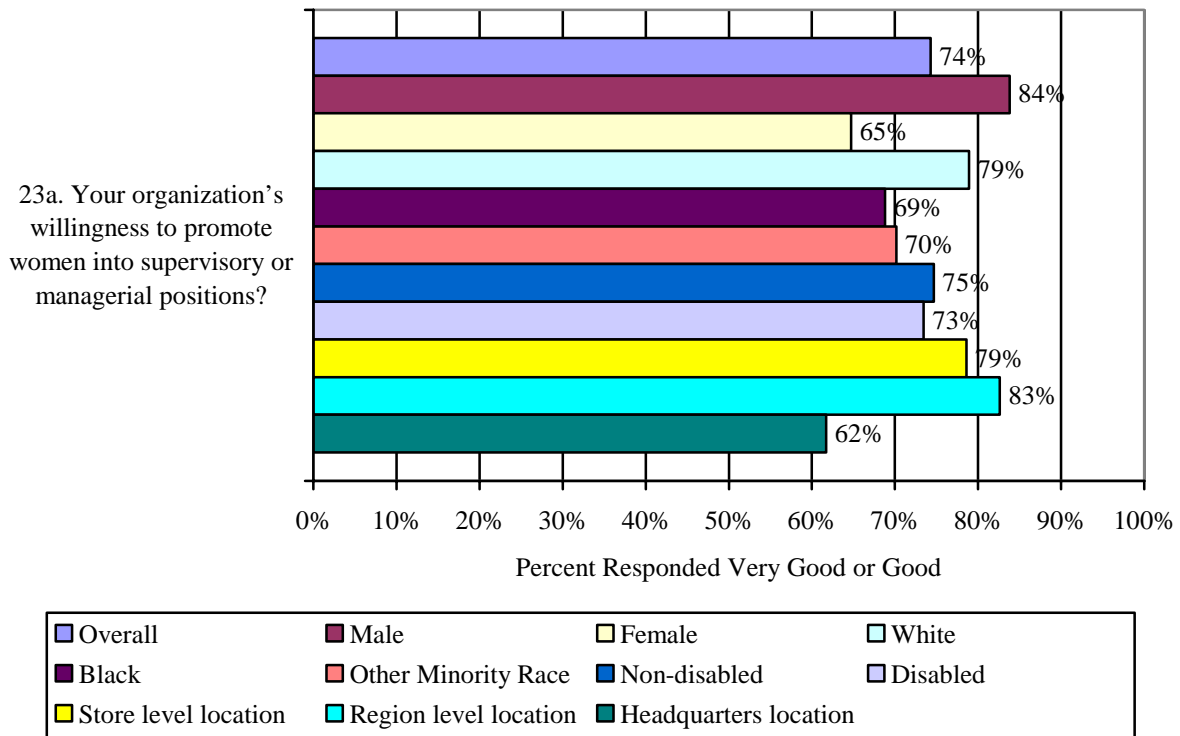
Overall, 58% of respondents “Strongly agree” or “Agree” that “My agency has been successful in recruiting a diverse workforce.” Only 50% of Black employees, and 51% of employees with disabilities agree with that statement.

QUESTION TWENTY-THREE

Question Twenty-Three, How would you rate your organization on each of the following?, has three aspects, the results of which are presented below.

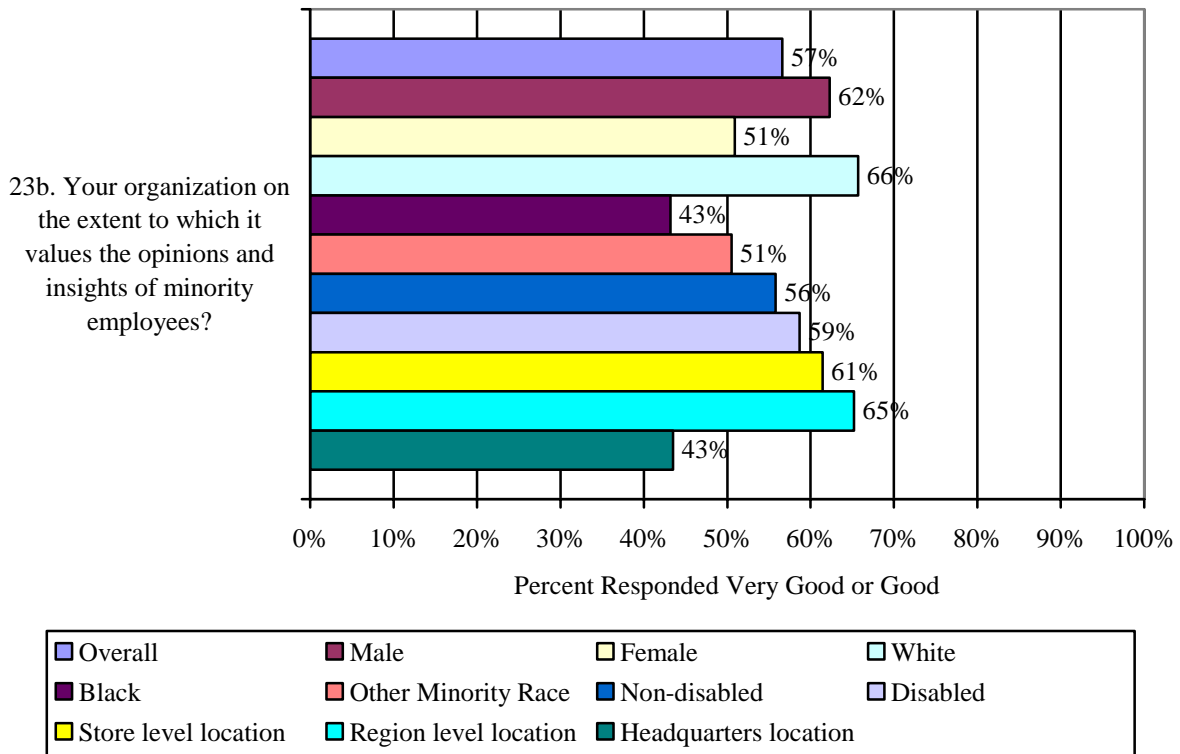
- a. How would you rate your organization’s willingness to promote women into supervisory or managerial positions?
- b. How would you rate your organization on the extent to which it values the opinions and insights of minority employees?
- c. How would you rate your organization on the extent to which it actively supports the goal of equal employment opportunity for all employees?

23. How would you rate your organization on each of the following?



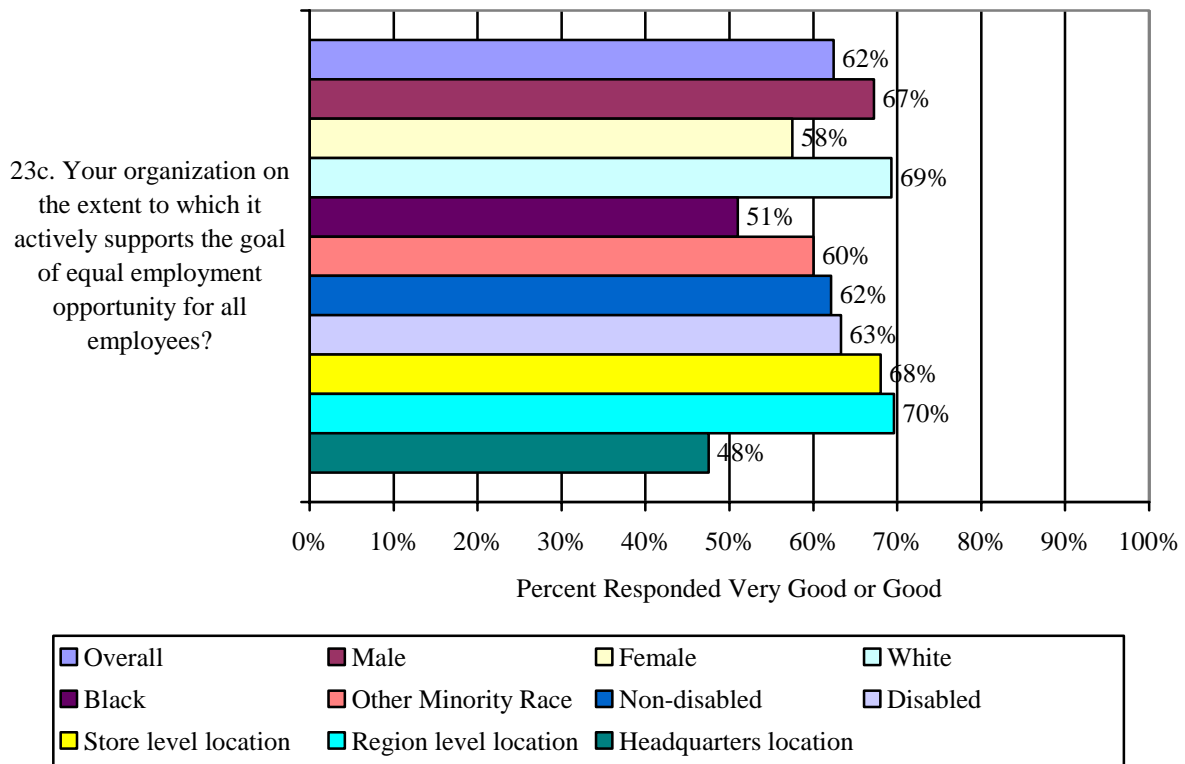
Seventy-four percent (74%) of respondents rate their organization as “Very good” or “Good” on “Your organization’s willingness to promote women into supervisory or managerial positions.” The groups that have the lowest ratings are: Women (65%), Black employees (69%), and employees at Headquarters (62%).

23. How would you rate your organization on each of the following?



Fifty-seven percent (57%) of respondents rate their organization as “Very good” or “Good” on “Your organization on the extent to which it values the opinions and insights of minority employees.” The groups that have the lowest ratings are: Black employees (43%) and employees at Headquarters (43%).

23. How would you rate your organization on each of the following?



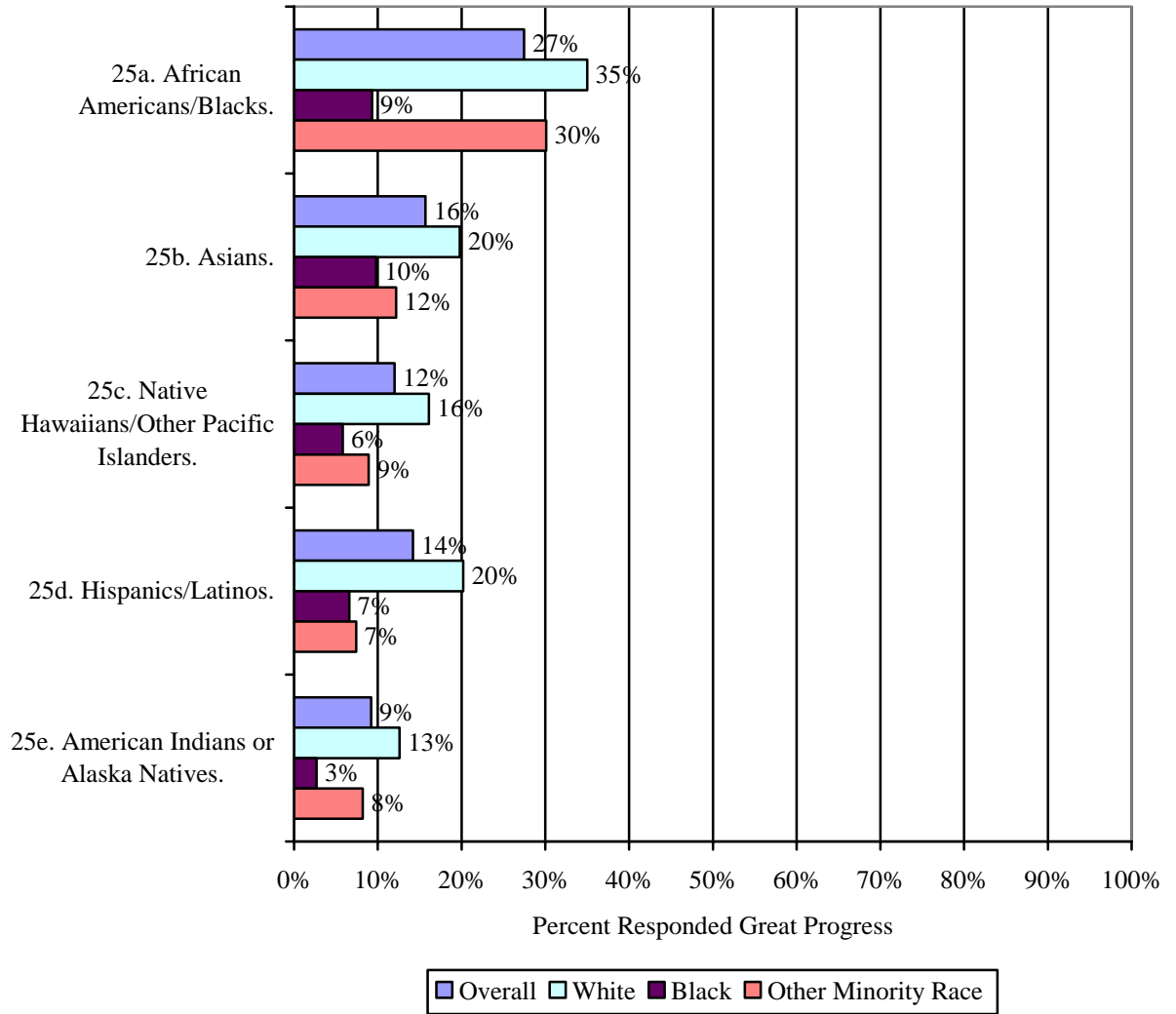
Sixty-two percent (62%) of respondents rate their organization as “Very good” or “Good” on “Your organization on the extent to which it actively supports the goal of equal employment opportunity for all employees.” The groups that have the lowest ratings are: Black employees (51%), and employees at Headquarters (48%).

QUESTIONS TWENTY-FOUR AND TWENTY-FIVE

In response to Question Twenty-four, “Were you an employee with DeCA 10 years ago?”, 76% of respondents marked “Yes.” These respondents continued to Question Twenty-five. Question Twenty-Five, What is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the last 10 years?, has ten groups, the results for which are presented below.

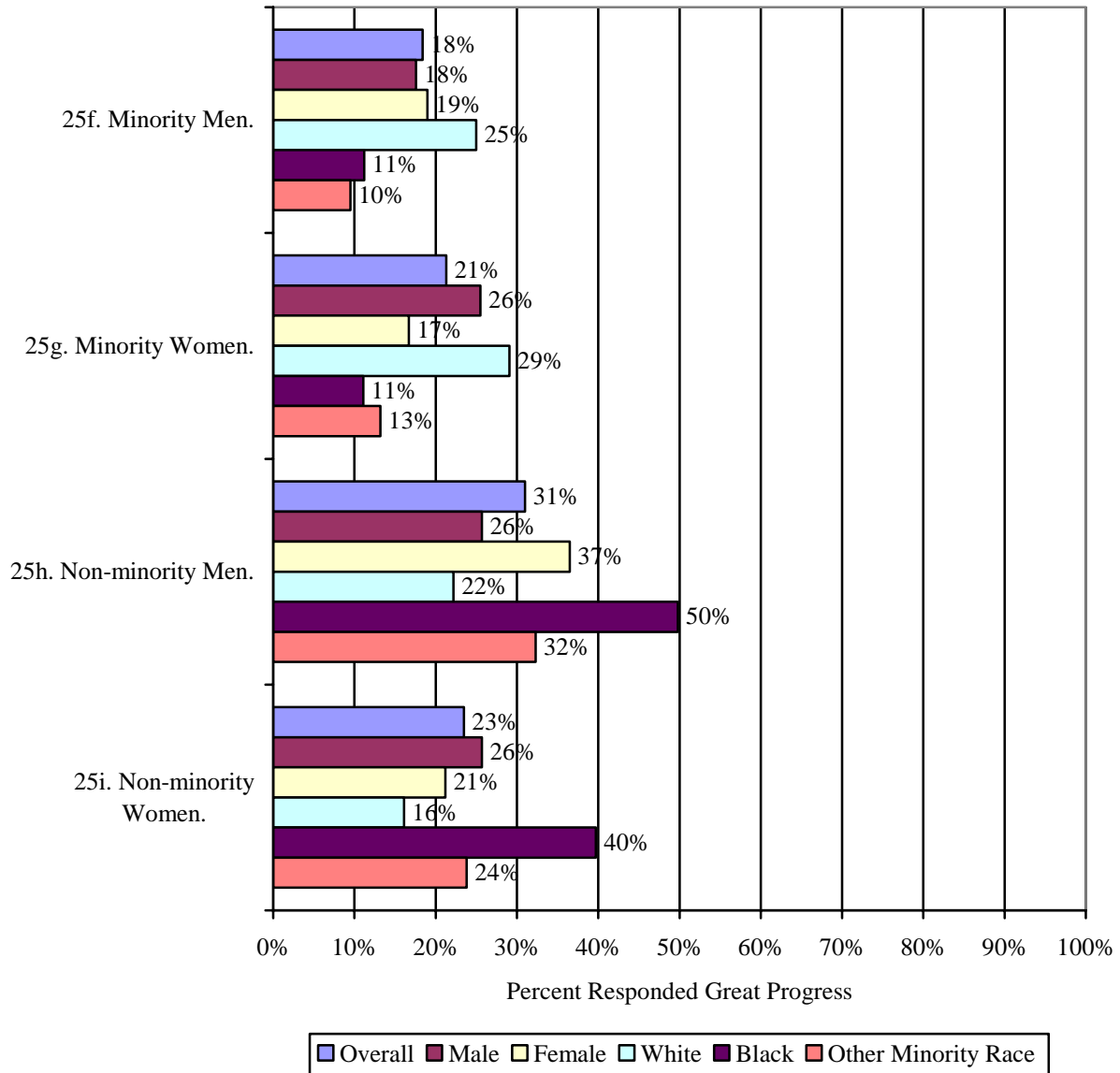
- a. African Americans/Blacks
- b. Asians
- c. Native Hawaiians/Other Pacific Islanders
- d. Hispanics/Latinos
- e. American Indians or Alaska Natives
- f. Minority Men
- g. Minority Women
- h. Non-minority Men
- i. Non-minority Women
- j. People with disabilities

25. What is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the last 10 years?



Employees responded that of the groups listed above (African Americans/Blacks, Asians, Native Hawaiians/Other Pacific Islanders, Hispanics/Latinos, and American Indians or Alaska Natives) the African Americans/Black group has made the most “Great Progress” compared to the other groups (27% versus 16%, 12%, 14%, 9%, respectively). The trend is for White employees to consider the amount of progress to be “Great” at a higher percentage than the minority race groups, especially Black employees.

25. What is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the last 10 years?

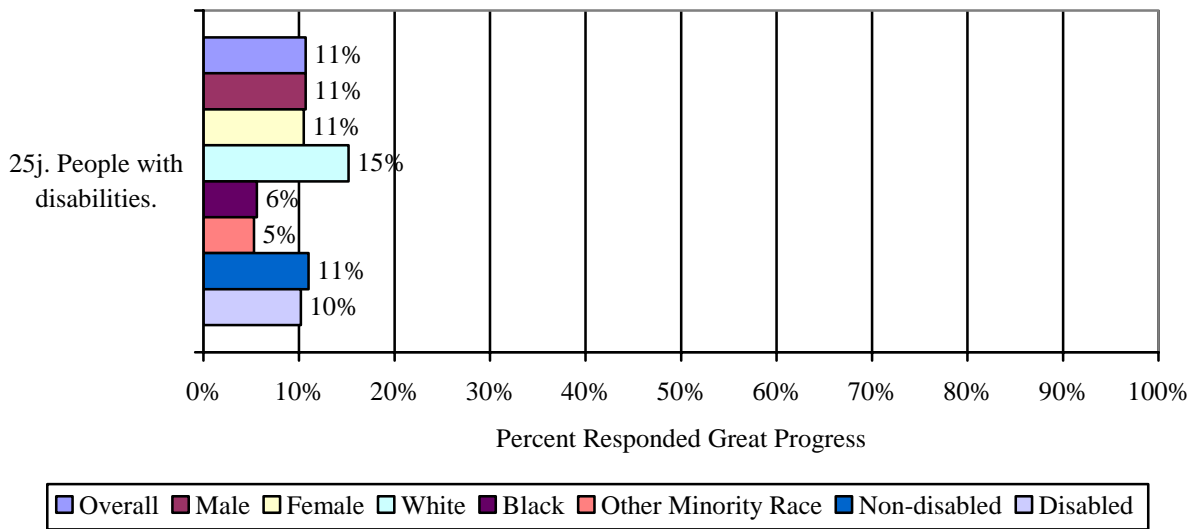


Clear differences among group responses are evident in the above graph (25f – 25i). Black employees were more likely to view the progress of both Non-minority Men (50%) and Women (40%) as “Great” where White employees had the lowest percentages for these two categories (22% and 16%, respectively). The opposite is true for the Minority Men and Women categories. In this case, White employees percentages were higher (25% and 29%, respectively)

than either Black employees (11% and 11%) or employees in the Other Minority Race group (10% and 13%, respectively).

The biggest differences among gender are in the Minority Women and Non-minority Men categories. Men (26%) tend to see Minority Women as making “Great Progress” more often than women (17%), and women (37%) tend to see Non-minority Men as making “Great Progress” more often than men (26%).

25. What is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the last 10 years?



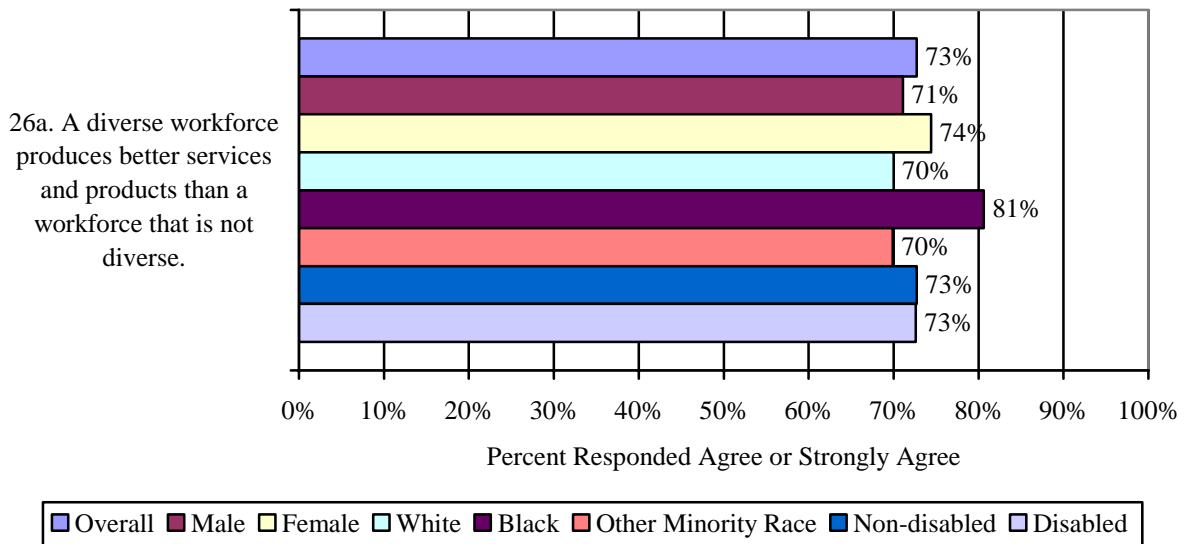
Overall, 11% of respondents believe that employees with disabilities have made great progress moving into top-level positions in the last ten years. Fifteen percent (15%) of White employees believe that employees with disabilities have made great progress.

QUESTION TWENTY-SIX

Question Twenty-Six, Please answer the following questions on the extent to which you agree or disagree with the following statements, has eight statements, the results of which are presented below.

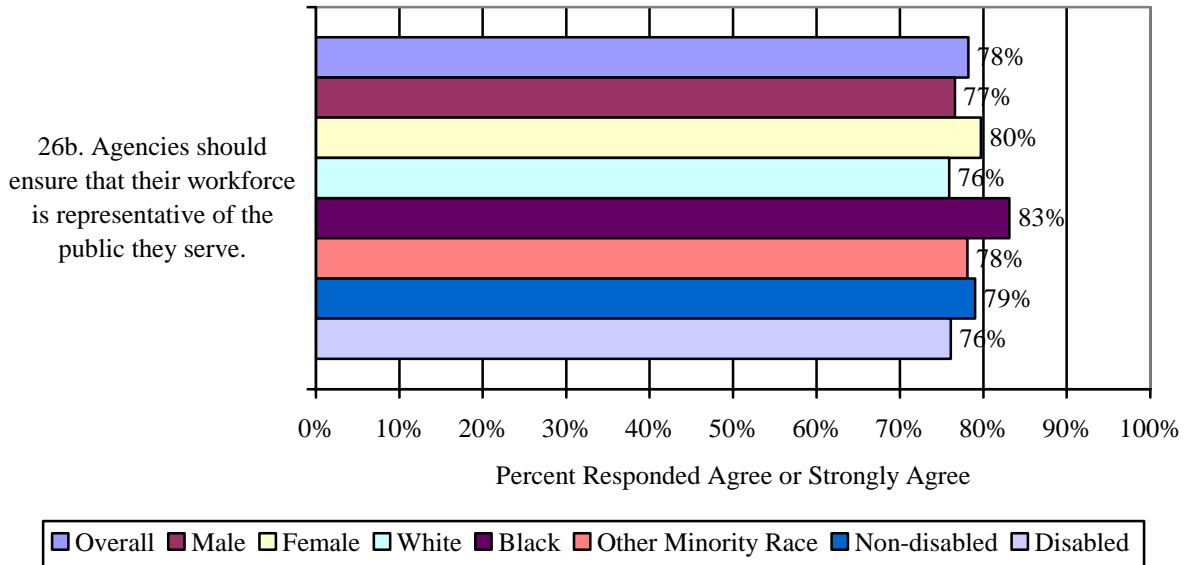
- a. A diverse workforce produces better services and products than a workforce that is not diverse
- b. Agencies should ensure that their workforce is representative of the public they serve
- c. I believe I have been held back by the emphasis on diversity
- d. I believe I have been held back because of my minority status
- e. Some supervisors in DeCA give an unfair advantage to relatives
- f. Some supervisors in DeCA treat all employees fairly
- g. My career advancement is affected by how much I emphasize my ethnic and cultural customs
- h. I try to get along with my supervisors and managers even if I don't agree with their decisions

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.



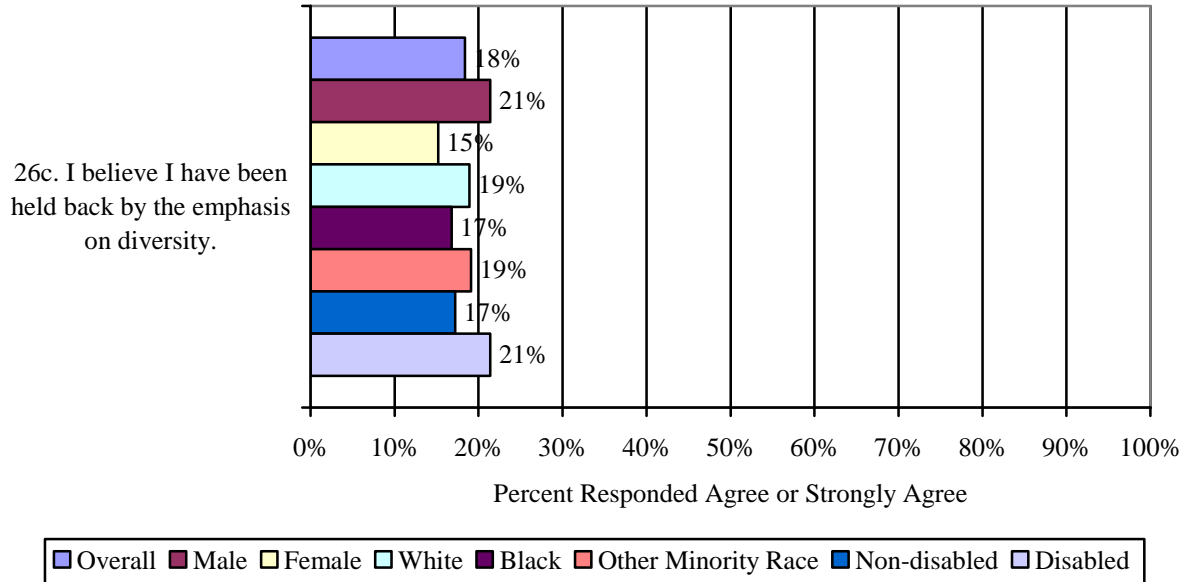
Overall, 73% of respondents “Strongly agree” or “Agree” that “A diverse workforce produces better services and products than a workforce that is not diverse.” Eight-one percent (81%) of Black employees agree with that statement.

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.



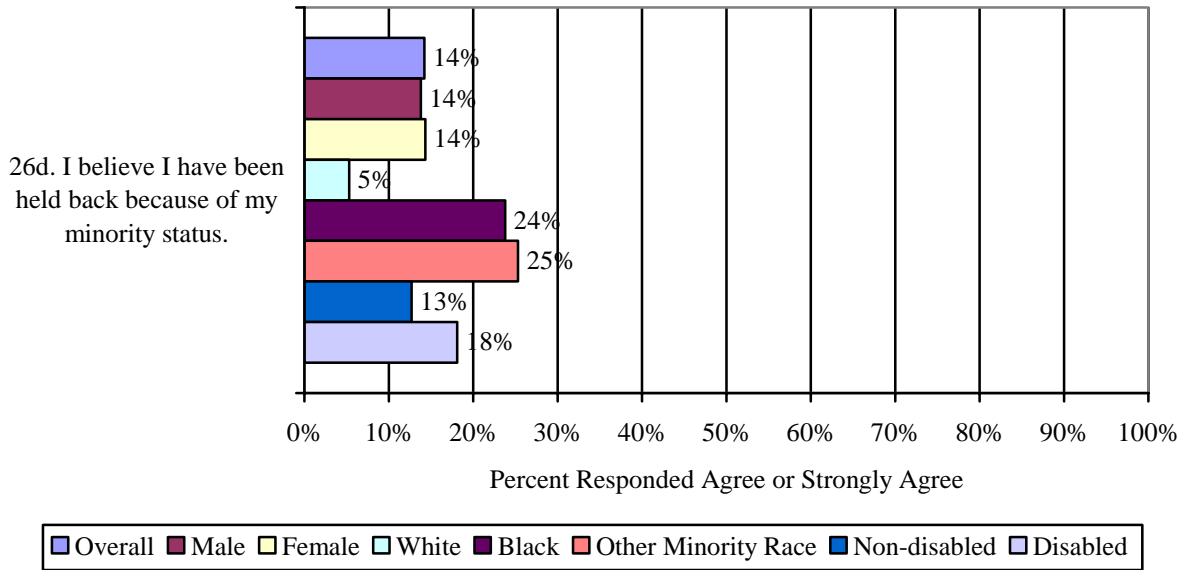
Overall, 78% of respondents “Strongly agree” or “Agree” that “Agencies should ensure that their workforce is representative of the public they serve.” Eighty-three percent (83%) of Black employees agree with that statement.

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.



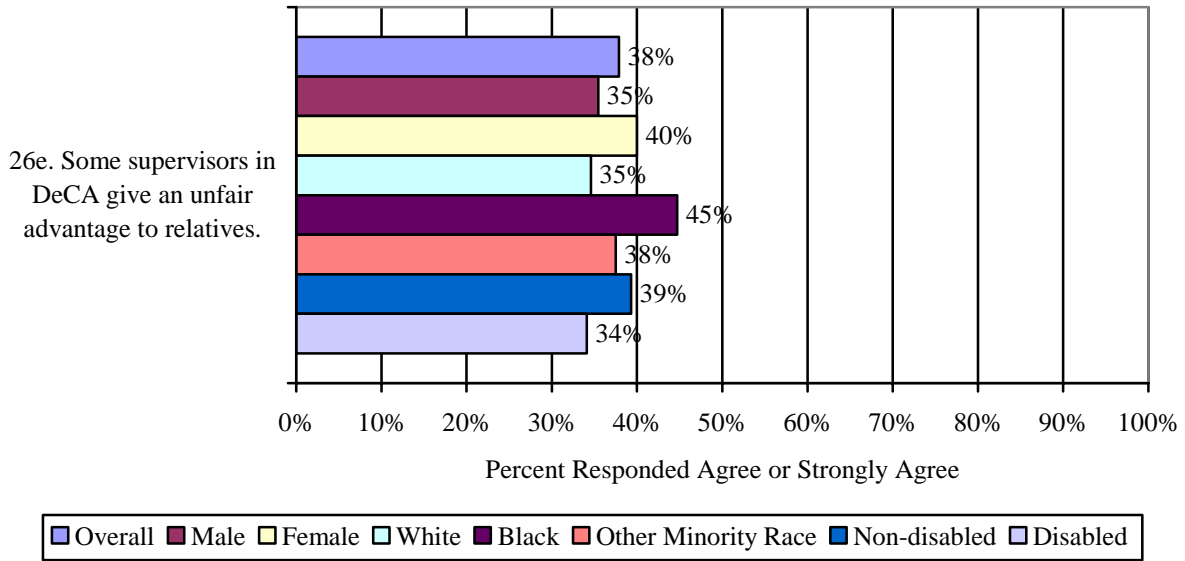
Overall, 18% of respondents “Strongly agree” or “Agree” that “I believe I have been held back by the emphasis on diversity.” Only 15% of Women agree with that statement.

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.



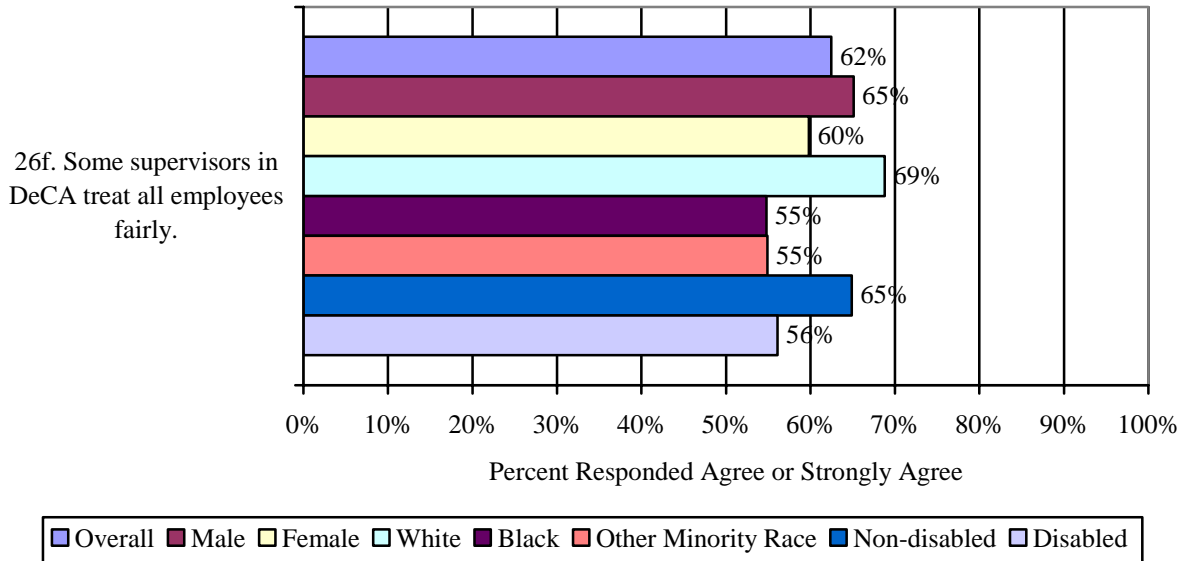
Overall, 14% of respondents “Strongly agree” or “Agree” that “I believe that I have been held back because of my minority status.” Both minority race groups (Black, 24% and Other Minority Race, 25%) had higher percentages of agreement than the White employees (5%).

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.



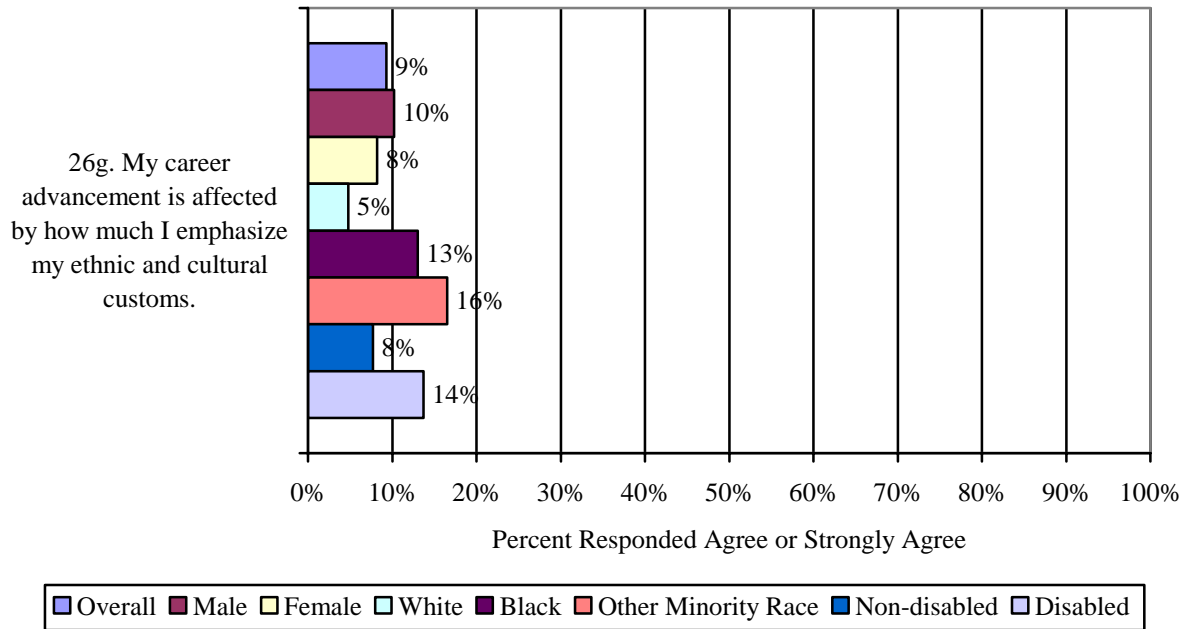
Overall, 38% of respondents “Strongly agree” or “Agree” that “Some supervisors in DeCA give an unfair advantage to relatives.” Forty-five percent (45%) of Black employees agree with that statement.

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.



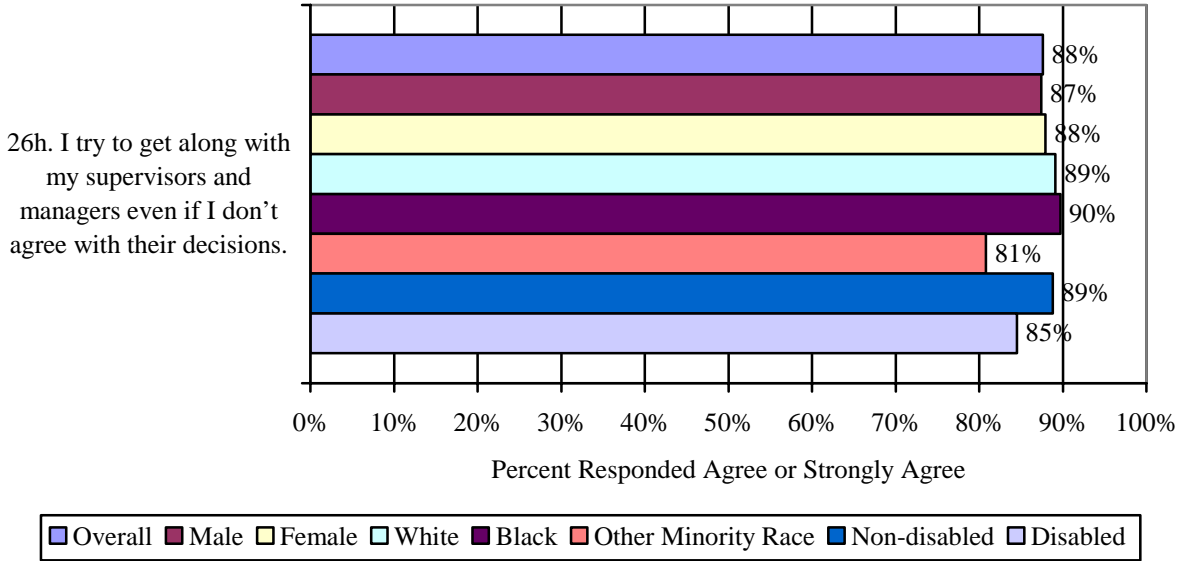
Overall, 62% of respondents “Strongly agree” or “Agree” that “Some supervisors in DeCA treat all employees fairly.” Both minority race groups (Black, 55% and Other Minority Race, 55%) had lower percentages of agreement than the White employees (69%).

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.



Overall, 9% of respondents “Strongly agree” or “Agree” that “My career advancement is affected by how much I emphasize my ethnic and cultural customs.” Both minority race groups (Black, 13% and Other Minority Race, 16%) had higher percentages of agreement than the White employees (5%).

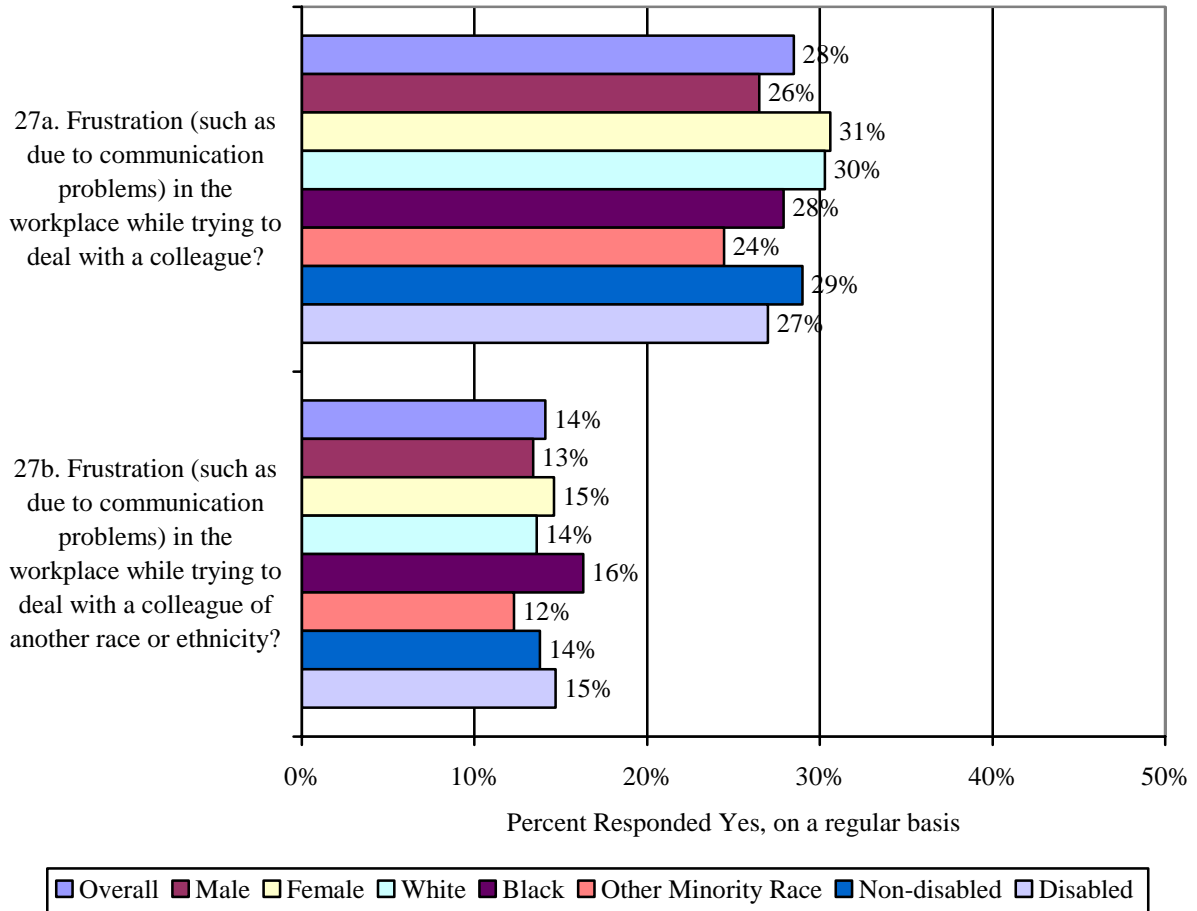
26. Please answer the following questions on the extent to which you agree or disagree with the following statements.



Overall, 88% of respondents “Strongly agree” or “Agree” that “I try to get along with my supervisors and managers even if I don’t agree with their decisions.” All groups have a high percentage of agreement with this statement.

QUESTION TWENTY-SEVEN

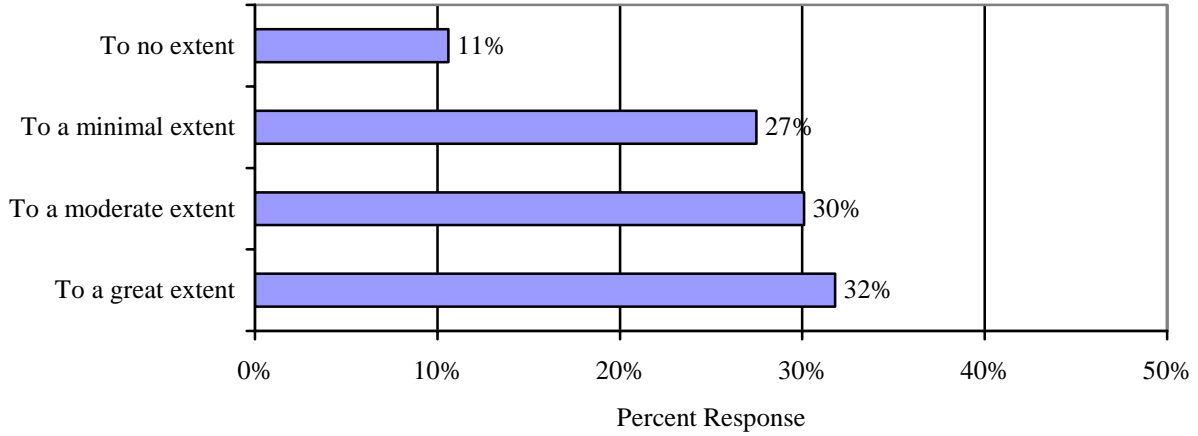
27. Have you experienced the following?



Overall, 28% of respondents reported that they have experienced frustration on a regular basis while trying to deal with a colleague. But only 14% experience frustration on a regular basis while trying to deal with a colleague of another race or ethnicity. There are only minor differences across groups for both of these survey questions.

QUESTION TWENTY-EIGHT

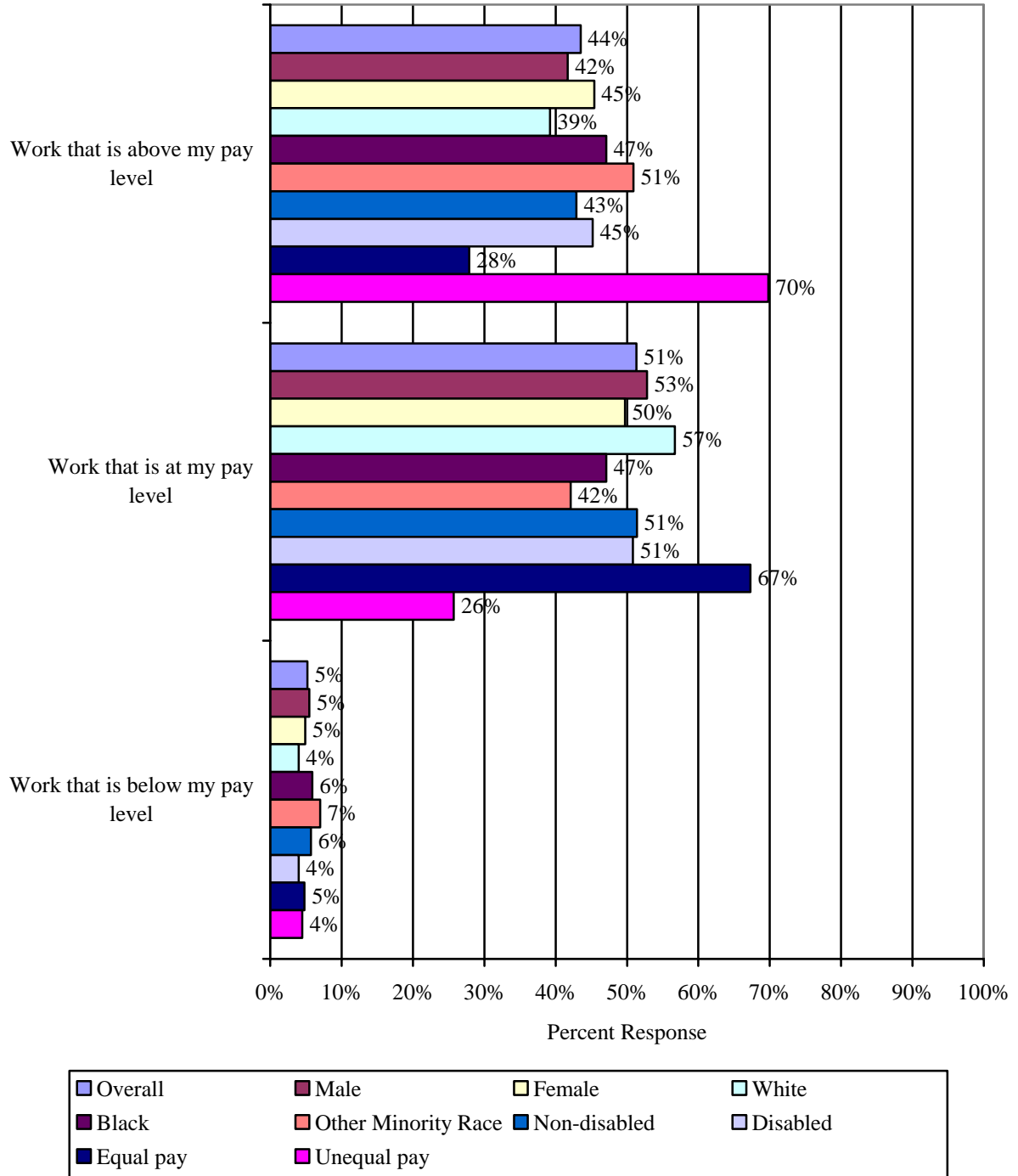
28. To what extent does your supervisor provide constructive feedback on your job performance?



A majority of respondents (62%) report that their supervisor provides constructive feedback on their job performance to a great or moderate extent. Only 11% report to no extent does their supervisor provide constructive feedback.

QUESTION TWENTY-NINE

29. Do you feel you are usually expected to do work that is above, at, or below your current pay level?

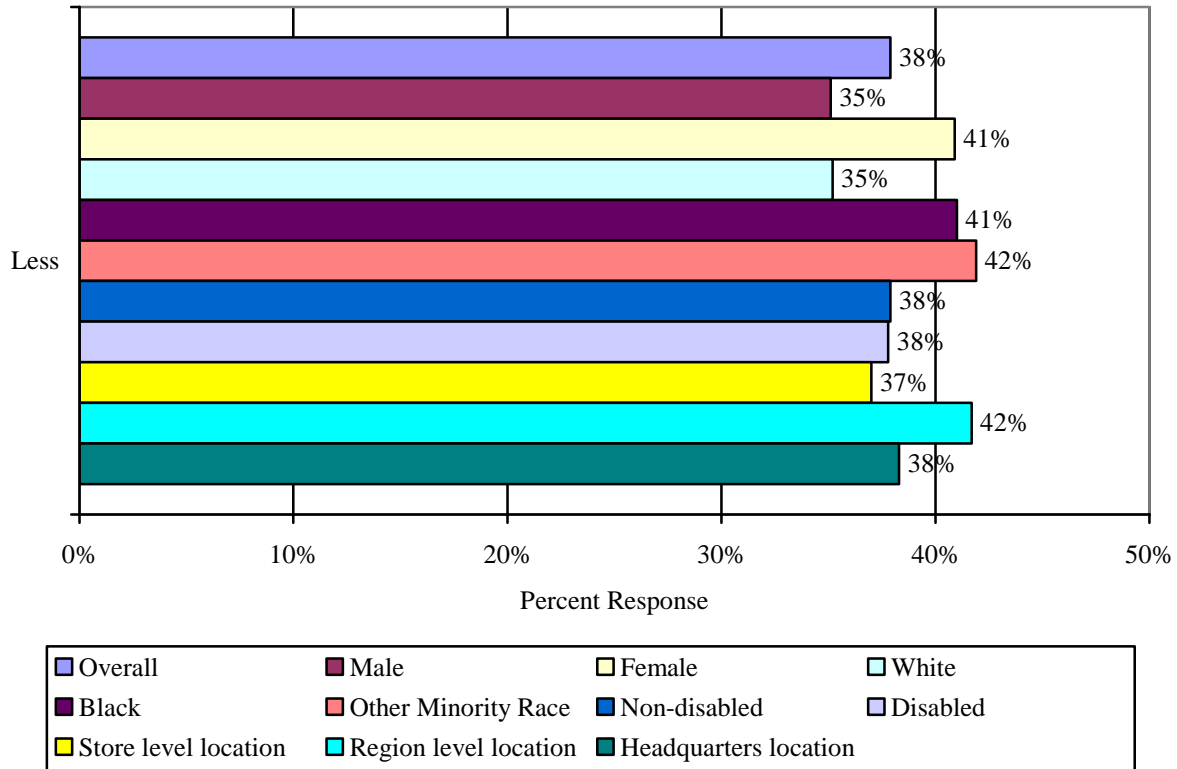


2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

Very few respondents (5%) report that they are expected to do work that is below their pay level, half (51%) report that their work is at their pay level. Both minority race groups (Black, 47% and Other Minority Race, 51%) report higher percentages of being expected to work above current pay level than White employees (39%). As expected, respondents who perceive they earn less compared to their peers had the highest percentage for “Work that is above my pay level” (70%). The opposite is true for respondents who perceive they earn the same or more than their peers, they marked “Work that is at my pay level” more frequently (67%).

QUESTION THIRTY

30. Do you feel that you are paid more, about the same, or less compared to other employees in your agency who do similar work?



Thirty-eight percent (38%) of respondents feel they are paid less compared to other employees in their agency who do similar work. The groups that have the highest percentages are: Women (41%), Black employees (41%), Other Minority Race (42%), and Region Level employees (42%).

QUESTIONS THIRTY-ONE AND THIRTY-TWO

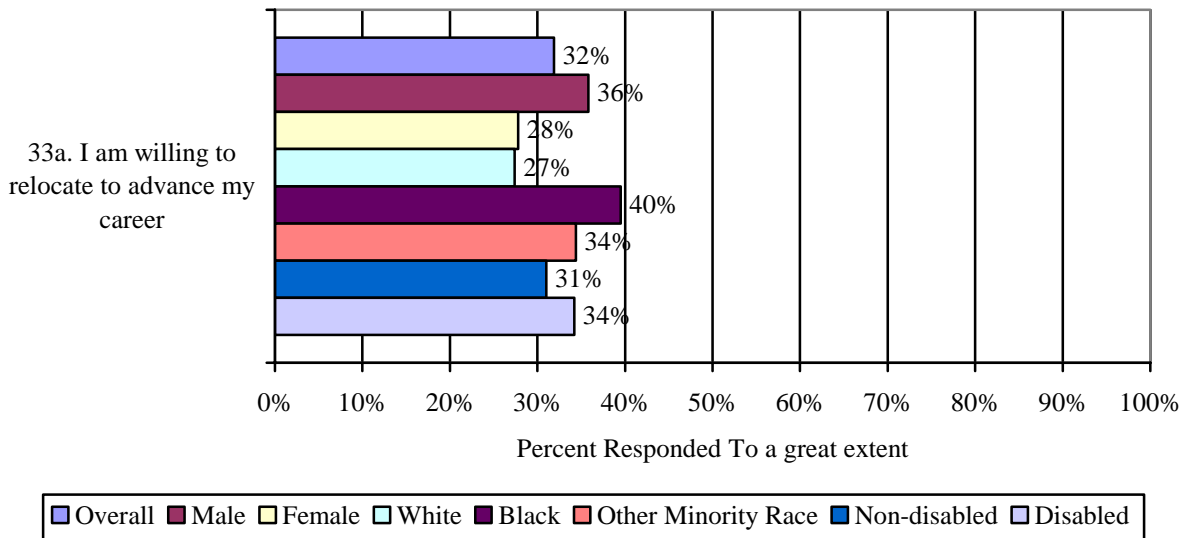
In response to Question Thirty-one, “Did you relocate geographically to take your first position within DeCA?”, 69% of respondents indicated “No” and 31% responded “Yes.” Half, 49%, of respondents have voluntarily relocated one or more times for the sake of their career since they have been employee with DeCA (Question Thirty-Two, “How many times have you voluntarily relocated for the sake of your career since you have been employed with DeCA?”). Fourteen percent (14%) have relocated one time and 35% have relocated twice or more.

QUESTION THIRTY-THREE

Question Thirty-Three, For each of the following statements, indicate the extent to which each applies to you, has three statements, the results of which are presented below.

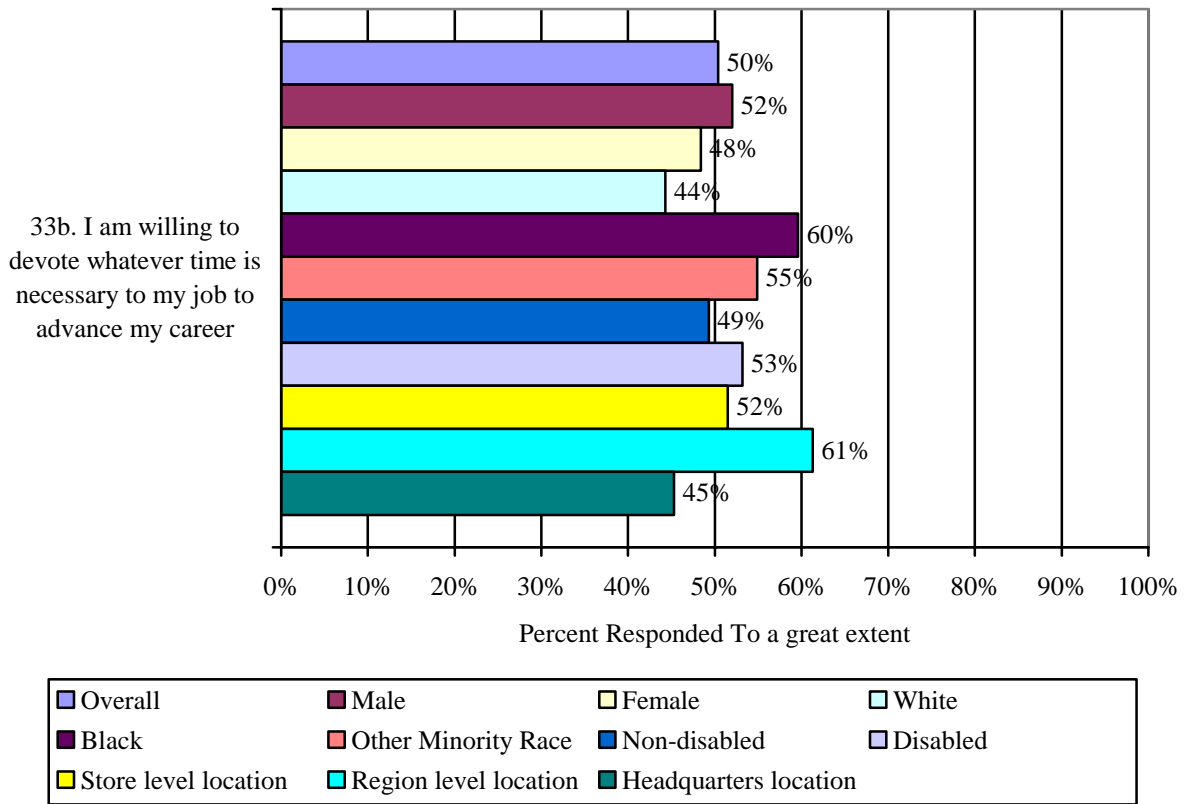
- a. I am willing to relocate to advance my career
- b. I am willing to devote whatever time is necessary to my job to advance my career
- c. I am willing to develop myself professionally (e.g. attend classes/training) on my own time and/or money

33. For each of the following statements, indicate the extent to which each applies to you.



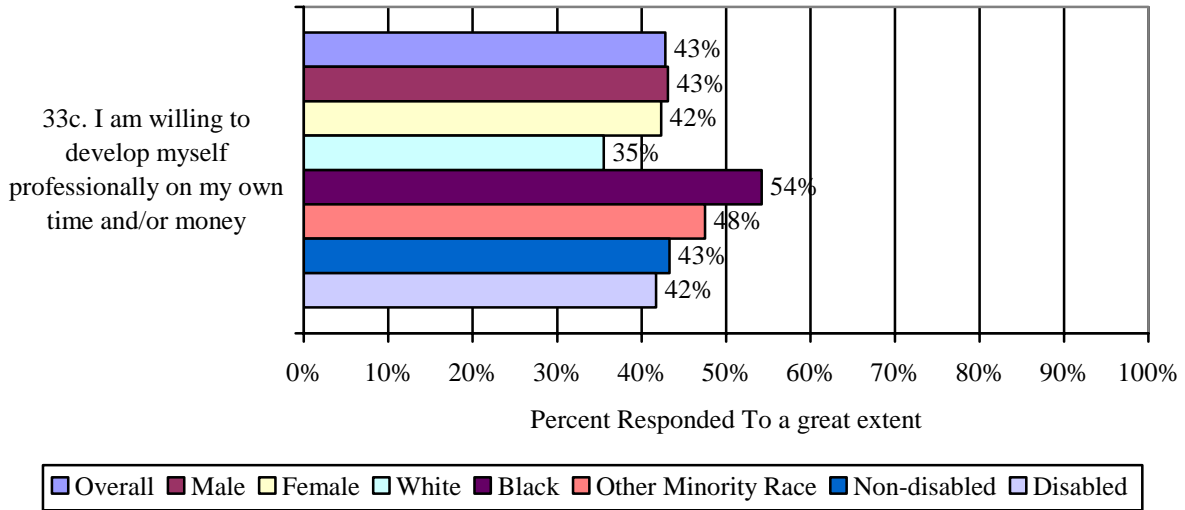
Overall, 32% of respondents reported that they are willing to relocate to advance their career “To a great extent.” The groups with the highest percentages are: Black employees (40%) and males (36%).

33. For each of the following statements, indicate the extent to which each applies to you.



Overall, 50% of respondents reported that they are willing to devote whatever time is necessary to their job to advance their career “To a great extent.” The groups with the highest percentage are: Black employees (60%) and Region Level employees (61%).

33. For each of the following statements, indicate the extent to which each applies to you.



Overall, 43% of respondents reported that they are willing to develop themselves professionally on their own time and/or money “To a great extent.” The group with the highest percentage is: Black employees (54%).

KEY DRIVERS OF SATISFACTION

BACKGROUND

A key driver analysis (KDA) was conducted using the Relative Weight Analysis Procedure (Johnson, 2000). This procedure was developed as an alternative to bivariate correlation, primarily because the procedure controls for interrelationships among the survey variables. By controlling for these intercorrelations, one can gain a clearer picture of which questions are the key drivers of satisfaction. The dependent variables or outcomes to be predicted in the key driver analysis were:

- 1a. How satisfied are you with your job?
- 1b. How satisfied are you with your career advancement so far?
- 1c. How satisfied are you with your supervisor?

Survey questions that can be controlled or influenced (to some extent) by DeCA as an organization were chosen as predictor questions. The following survey questions served as the predictors:

22. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.
 - 22a. People are promoted because of their competence.
 - 22b. People are promoted because of how hard they work.
 - 22c. People are promoted because of whom they know.
 - 22d. Women and men are treated equally.
 - 22e. Minorities and non-minorities are treated equally.
 - 22f. Standards are the same for women and men.
 - 22g. My agency has been successful in recruiting a diverse workforce.
23. How would you rate your organization on each of the following?
 - 23a. Your organization's willingness to promote women into supervisory or managerial positions?
 - 23b. Your organization on the extent to which it values the opinions and insights of minority employees?
 - 23c. Your organization on the extent to which it actively supports the goal of equal employment opportunity for all employees?

2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.

26a. A diverse workforce produces better services and products than a workforce that is not diverse.

26b. Agencies should ensure that their workforce is representative of the public they serve.

26c. I believe I have been held back by the emphasis on diversity.

26d. I believe I have been held back because of my minority status.

26e. Some supervisors in DeCA give an unfair advantage to relatives.

26f. Some supervisors in DeCA treat all employees fairly.

26g. My career advancement is affected by how much I emphasize my ethnic and cultural customs.

26h. I try to get along with my supervisors and managers even if I don't agree with their decisions.

28. To what extent does your supervisor provide constructive feedback on your job performance?

In other words, an analysis of this type can help determine which of the predictors (i.e., Questions Twenty-Two, Twenty-Three, Twenty-Six, or Twenty-Eight) is the most influential on how satisfied an employee is with their job, career advancement, or supervisor (Question One A, B, and C, respectively).

RESULTS

Results of the key driver analysis are presented in Table Seven. The top five most important questions for each outcome variable are highlighted in gray. The percentage indicates the degree to which each predictor item influences either job, career advancement, or supervisor satisfaction. Percentages can range from 0% to 100%. For example, Question Twenty-Eight is by far the greatest predictor (56%) of supervisor satisfaction compared to the other predictors.

Table Seven. Relative Importance on Job, Career Advancement, and Supervisor Satisfaction

Predictor	Importance		
	Job Satisfaction	Career Advancement Satisfaction	Supervisor Satisfaction
22a. People are promoted because of their competence.	10.7%	12.7%	4.0%
22b. People are promoted because of how hard they work.	9.4%	13.1%	5.0%
22c. People are promoted because of whom they know.*	1.2%	7.3%	2.2%
22d. Women and men are treated equally.	3.4%	2.8%	1.6%
22e. Minorities and non-minorities are treated equally.	3.1%	4.3%	1.7%
22f. Standards are the same for women and men.	3.2%	2.7%	4.8%
22g. My agency has been successful in recruiting a diverse workforce.	8.0%	3.4%	1.4%
23a. Your organization’s willingness to promote women into supervisory or managerial positions?	4.6%	5.0%	1.6%
23b. Your organization on the extent to which it values the opinions and insights of minority employees?	5.5%	5.1%	3.7%
23c. Your organization on the extent to which it actively supports the goal of equal employment opportunity for all employees?	11.0%	10.4%	4.4%
26a. A diverse workforce produces better services and products than a workforce that is not diverse.	1.4%	0.2%	0.1%
26b. Agencies should ensure that their workforce is representative of the public they serve.	0.2%	0.1%	0.3%
26c. I believe I have been held back by the emphasis on diversity.*	2.3%	11.3%	3.7%
26d. I believe I have been held back because of my minority status.*	1.7%	2.8	0.6%
26e. Some supervisors in DeCA give an unfair advantage to relatives.*	3.2%	4.1%	1.9%
26f. Some supervisors in DeCA treat all employees fairly.	8.3%	6.3%	6.6%
26g. My career advancement is affected by how much I emphasize my ethnic and cultural customs.*	1.7%	0.6%	0.6%
26h. I try to get along with my supervisors and managers even if I don’t agree with their decisions.	0.1%	0.7%	0.2%
28. To what extent does your supervisor provide constructive feedback on your job performance?	21.0%	7.1%	55.5%

* These questions are negatively correlated to the outcome variables.

2008 DeCA Career Advancement Survey Executive Summary and Narrative Report

The most important driver of Job Satisfaction was Question Twenty-Eight (To what extent does your supervisor provide constructive feedback on your job performance?). For outcome variable “Satisfaction with Your Career Advancement so far”, the top four most important indicators were:

22b. People are promoted because of how hard they work.

22a. People are promoted because of their competence.

26c. I believe I have been held back by the emphasis on diversity.

23c. Rate your organization on the extent to which it actively supports the goal of equal employment opportunity for all employees?

The most important driver of Question One – Supervisor Satisfaction was Question Twenty-Eight (To what extent does your supervisor provide constructive feedback on your job performance?).

There are common themes among the questions that are the top indicators for all three of the outcome variables:

- Promotion fairness
- Supervisor treatment
- Equal opportunity

Employees are more satisfied with their job, career advancement, and supervisor if they perceive that promotions are based on hard work and competence and not because of whom they know. Also, employees are more satisfied if their supervisor treats them fairly and provides constructive feedback. The remaining top indicators of satisfaction fall into the category of equal opportunity. That is, employees who perceive equal standards for men and women, organizational support of equal employment opportunity, and who believe they have not been held back by the emphasis on diversity are more satisfied.

SUGGESTED NEXT STEPS

Pay the most attention to the questions that show the highest levels of importance. Cross reference these questions with your results to set priorities for action.

Predictor questions can then be placed in one of four categories:

1. Focus – Questions in this category are high in importance and low in performance. Change efforts should be focused on these issues.
2. Strengths – Questions in this category are high in importance and high in performance. These issues are your organizational strengths and efforts should be continued.
3. Monitor – Questions in this category are low in importance and low in performance. These issues should be monitored. They have the potential to be future “Focus” questions.
4. Maintain – Questions in this category are low in importance and high in performance. The organization is doing well on these issues and they should be maintained.

Primary emphasis for action should be focused on questions that are highest in importance and lowest in performance (see Focus quadrant in Figures One, Two, and Three). This is where you should concentrate or “Focus” your change efforts. Questions that are high importance and high in performance are essentially organizational “Strengths” (see Strengths quadrant in Figures One, Two, and Three). You are doing well here so you want to continue whatever you are doing in order to maintain this edge.

Questions that are low in importance and low in performance are items that should be watched or “Monitored.” Although they are not high in influence, scores are relatively low in this area (see Monitor quadrant in Figures One, Two, and Three). Finally, “Maintain” high scores for questions that are low in importance and high in performance (see Maintain quadrant in Figures One, Two, and Three).

Figure One. Job Satisfaction – Influence versus performance

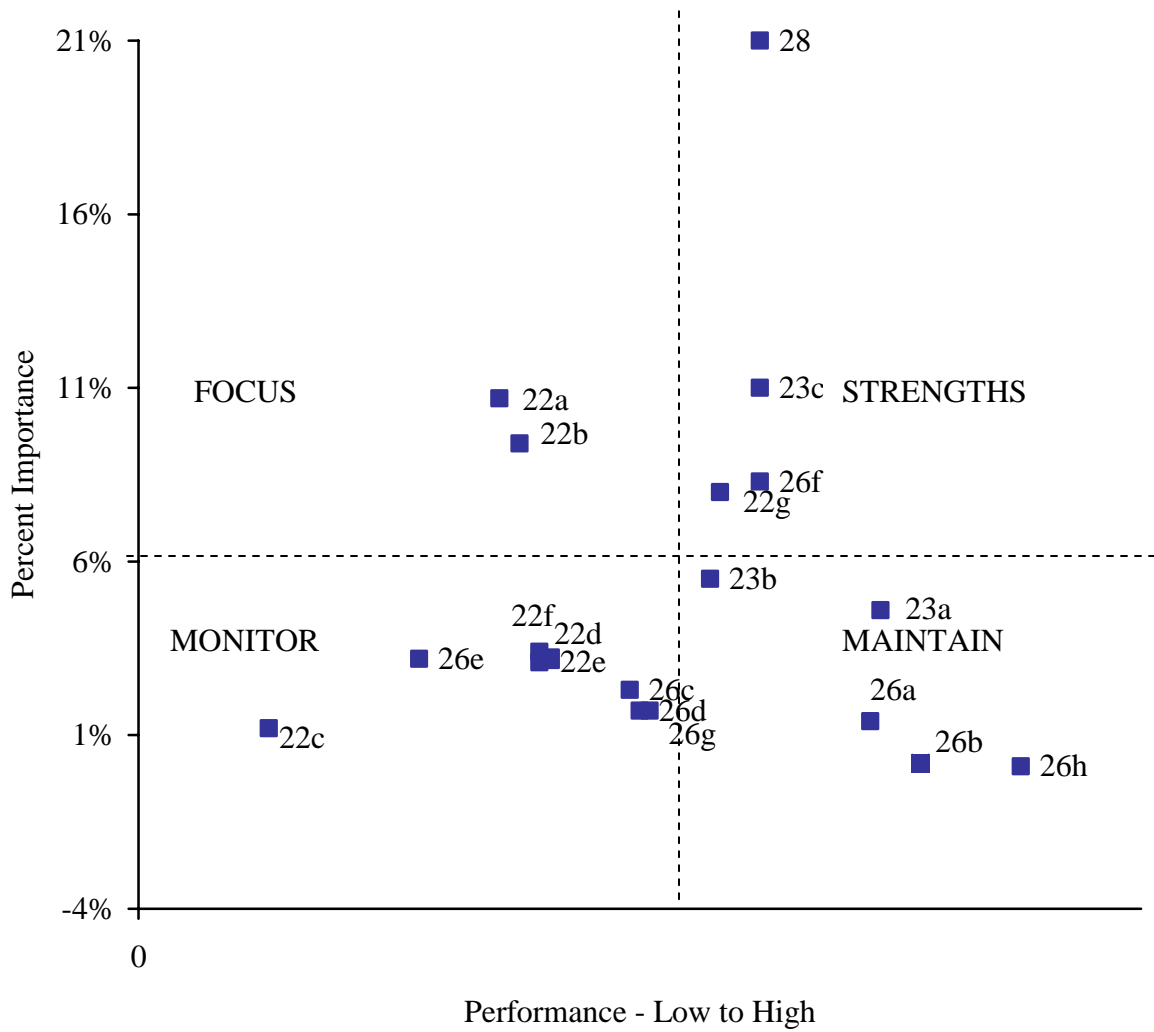


Figure Two. Career Advancement Satisfaction – Influence versus performance

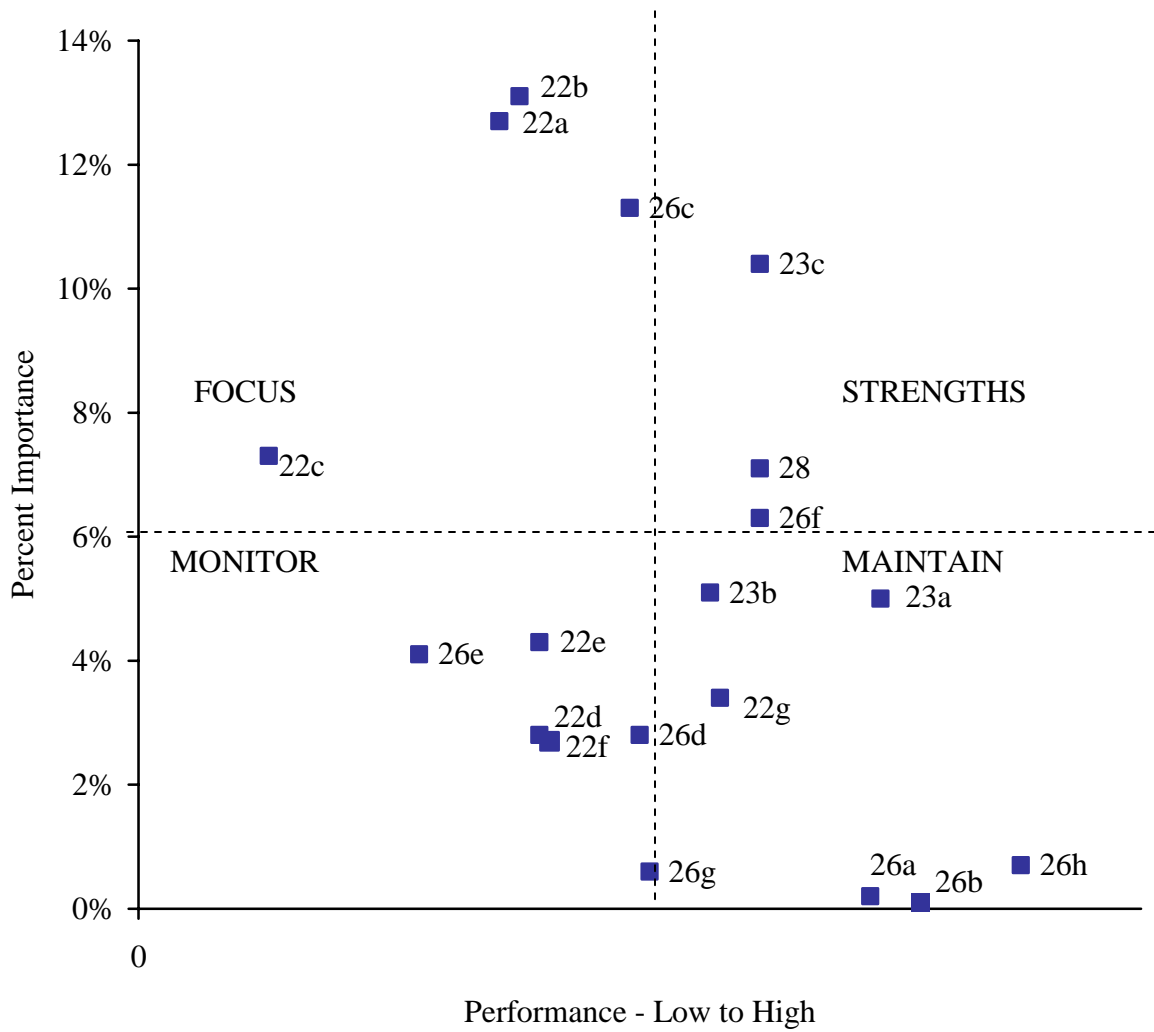
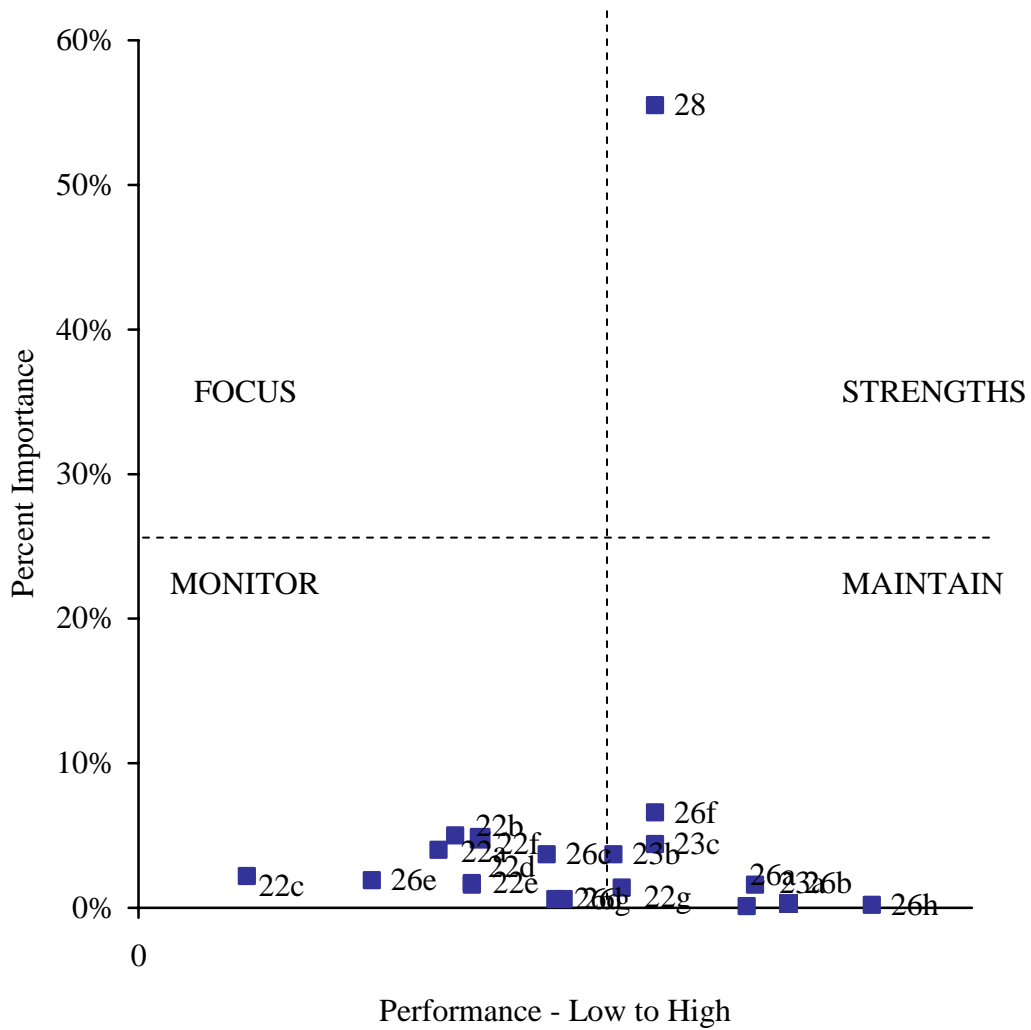


Figure Three. Supervisor Satisfaction – Influence versus performance



Appendices

Appendix A: 2008 DeCA Career Advancement Survey

Appendix B: Question Seven Communication

Appendix A: 2008 DeCA Career Advancement Survey



2008 Defense Commissary Agency Career Advancement Survey

***Department of Defense
Defense Commissary
Agency (DeCA)***



Please return your completed survey in the business reply envelope through a U.S. government mail room or post office.

Defense Commissary Agency
c/o Data Recognition Corporation (G8157)
P.O. BOX 5720
HOPKINS, MN 55343-9976

COMPLETION INSTRUCTIONS

- Use a blue or black pen.
- Place an “X” in the appropriate box or boxes.

RIGHT WRONG

- To change an answer, completely black out the wrong answer and put an “X” in the correct box as shown below.

CORRECT ANSWER INCORRECT ANSWER

PRIVACY ACT & INFORMED CONSENT

In accordance with 5 U.S.C. §552a, the Privacy Act of 1974, the providing of personal information is completely voluntary. Collection of this information is authorized by Sections 1402, 3301, and 3304 of Title 5, U.S.Code. This survey does not intentionally collect or use personally identifiable information that is directly linked to an individual or retrievable by personal identifier. To the extent that responses to demographic questions may identify single individuals, cell sizes of fewer than 5 individuals will not be reported to DeCA in an effort to preclude inadvertent identification. Aggregated information from this survey will be used for human resources management purposes (for example, training, career development, succession planning). No individual personnel management decisions will be made based on this information.

I. WORK SATISFACTION

1. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of working for the Defense Commissary Agency (DeCA)?

	Very dissatisfied	Somewhat dissatisfied	Neither dissatisfied/satisfied	Somewhat satisfied	Very satisfied
a. Your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Your career advancement so far?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Your supervisor?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How likely is it that you would recommend DeCA as a great place to work?

- Very unlikely
- Unlikely
- Neither unlikely nor likely
- Likely
- Very likely

3. How long have you been employed as a civilian with DeCA?

Years Months

II. CAREER EXPERIENCE

4. Please rate the impact (if any) you believe the following factors have had on your career advancement (if any at all).

	Very positive	Positive	Neither positive or negative	Negative	Very negative	Not applicable/Don't know
a. A foreign accent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. A disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Family responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My race/national origin or ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. My religion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. My age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Have you applied for another position within DeCA within the last 3 years?

- Yes
- No ⇒ GO TO QUESTION 10

6. How many positions within DeCA have you applied for within the past 3 years?

		Number of positions applied for
--	--	---------------------------------

7. Did you receive the most recent position you applied for?

- Yes
- No ⇒ GO TO QUESTION 9

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?

	Very important	Important	Not very important	Not important at all	Not applicable/Don't know
a. Another candidate was better educated	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Another candidate was better qualified in terms of work experience.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Someone else had already been "pre-selected"	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. My past performance (for example, failed to complete a project satisfactorily, or didn't know how to do something)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. The selecting official did not like me .	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. My gender was held against me	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. My religion was held against me.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. My disability was held against me ...	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. My age (too young)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
j. My age (too old)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
k. My race, ethnicity, or national origin was held against me	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
l. My unwillingness to relocate	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
m. My lack of specialized training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
n. My lack of leadership development and/or managerial training	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
o. My ability/willingness as it pertains to taking on challenging assignments	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
p. Having had no experience in the position prior to appointment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

9. (If you received the most recent position you applied for) how important do you believe the following factors were in explaining why you did get the most recent job you applied for?

	Very important	Important	Not very important	Not important at all	Not applicable/Don't know
a. I was better educated than the other candidates.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. I was better qualified than the other candidates in terms of work experience.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. I had been "pre-selected"	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. My past performance (for example, successfully completing a project; or using your knowledge to solve a work-related issue).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. My conduct (adhering strictly to the letter and spirit of rules and regulations)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. The selecting official liked me	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. My gender worked in my favor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. My willingness to relocate	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. My specialized training.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
j. My leadership development and/or managerial training.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
k. My ability/willingness to take on challenging assignments.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
l. Having had experience in the position prior to appointment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
m. Other	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

10. In the last 3 years, were there any available promotions (opportunities to work at a higher grade or pay level) or developmental opportunities (for example, assignment to a high-visibility task force or group project) that you chose not to apply for?

- Yes, there were opportunities I chose not to apply for ⇒ CONTINUE WITH QUESTION 11
- No, there were opportunities, and I did apply for them ⇒ GO TO QUESTION 12
- No, there were no such opportunities during the last three years ⇒ GO TO QUESTION 12

◆ 11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity because of any of the following reasons? (Mark none, one, or more)

- You thought that someone of your ethnicity or race or national origin had no chance of being selected for the job or assignment
- You thought that someone of your gender had no chance of being selected for the job or assignment
- You thought that someone with your formal education had no chance of being selected for the job or assignment
- You thought that your lack of technical training gave you no chance of being selected for the job or assignment
- You thought that your lack of leadership or managerial training gave you no chance of being selected for the job or assignment
- You thought that your not having had previous developmental assignments gave you no chance of being selected for the job or assignment
- You thought that your not having taken a lateral transfer (that is, another position with no raise in pay) gave you no chance of being selected for the job or assignment
- You thought that someone with your work experience had no chance of being selected for the job or assignment
- You thought that you hadn't taken on enough challenging assignments to be selected for the job or assignment
- You thought that your supervisor hadn't prepared you to be selected for the job or assignment
- You thought that your supervisor didn't support you being selected for the job or assignment
- You thought that a senior person (other than your supervisor) didn't support you being selected for the job or assignment
- You thought that you weren't able or willing to travel enough to be selected for the job or assignment
- You weren't able or willing to relocate for the job or assignment
- You weren't acting in a position prior to formal appointment

12. How often in your career with DeCA have you voluntarily made a lateral transfer to advance your career; that is, physically moved from one position to another without a raise in pay?

Times Voluntarily Made Lateral Transfer

13. How often in your career with DeCA have you voluntarily taken a downgrade to advance your career, that is, moved to a new position or job series at a lower paygrade but with more chance of advancement?

Times Voluntarily Taken Downgrade

14. How many times in your career with DeCA have you been temporarily promoted or detailed to a higher graded job for at least 30 days?

Times Temporarily Promoted or Detailed

15. When your supervisor is away for a short period of time, is the responsibility to serve as the “acting supervisor” always assigned to an employee at a higher grade than yourself?

- Yes ⇒ GO TO QUESTION 17
- No
- Not applicable—no one acts for my supervisor when he or she is away ⇒ GO TO QUESTION 17

16. How often are you asked to serve as the “acting supervisor” when your supervisor is away for a short period of time?

- Almost always
- Regularly
- Occasionally
- Very rarely
- Never

17. If your supervisor had a critical project, how likely is it that it would be assigned to you?

- Very unlikely
- Somewhat unlikely
- Neither unlikely nor likely
- Somewhat likely
- Very likely

18. Is it likely that you will apply for a promotion within the next 5 years?

- Very unlikely
- Somewhat unlikely
- Neither unlikely nor likely ⇒ GO TO QUESTION 20
- Somewhat likely ⇒ GO TO QUESTION 20
- Very likely ⇒ GO TO QUESTION 20

19. Why is it unlikely that you will apply for a promotion? (Mark all that apply)

- I enjoy my current job
- I am comfortable with my current level or responsibility
- I like working with my current supervisor
- I don't want the stress of working at that level
- I don't want supervisory responsibilities
- I don't want to work more hours
- I don't want to relocate
- I don't have the qualifications/ability
- I don't think I would be selected

20. How likely is it that you will strive to be a GS-15 or higher during your career?

- Very unlikely
- Somewhat unlikely
- Neither unlikely nor likely ⇒ GO TO QUESTION 22
- Somewhat likely ⇒ GO TO QUESTION 22
- Very likely ⇒ GO TO QUESTION 22

21. Why is it unlikely that you will strive to be a GS-15 or higher? (Mark all that apply)

- I enjoy my current job
- I am comfortable with my current level or responsibility
- I like working with my current supervisor
- I don't want the stress of working at that level
- I don't want supervisory responsibilities
- I don't want to work more hours
- I don't want to relocate
- I don't have the qualifications/ability
- I don't think I would be selected

III. PERCEPTION OF THE WORK ENVIRONMENT

22. The following question asks about your perceptions of the work environment within DeCA. Based on your experience in your current division/store, please mark the degree to which you agree or disagree with each of the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. People are promoted because of their competence.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. People are promoted because of how hard they work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. People are promoted because of whom they know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Women and men are treated equally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Minorities and non-minorities are treated equally.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Standards are the same for women and men	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. My agency has been successful in recruiting a diverse workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. How would you rate your organization on each of the following?

	Very poor	Poor	Neither poor nor good	Good	Very good
a. Your organization's willingness to promote women into supervisory or managerial positions?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Your organization on the extent to which it values the opinions and insights of minority employees?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Your organization on the extent to which it actively supports the goal of equal employment opportunity for all employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Were you an employee with DeCA 10 years ago?

- Yes
- No ⇒ GO TO QUESTION 26

25. What is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the last 10 years?

	Great progress	Satisfactory progress	Little progress	No progress
a. African Americans/Blacks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Asians	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Native Hawaiians/Other Pacific Islanders.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Hispanics/Latinos	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. American Indians or Alaska Natives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Minority Men	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Minority Women	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. Non-minority Men.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Non-minority Women.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
j. People with disabilities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

26. Please answer the following questions on the extent to which you agree or disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. A diverse workforce produces better services and products than a workforce that is not diverse	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Agencies should ensure that their workforce is representative of the public they serve	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. I believe I have been held back by the emphasis on diversity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. I believe I have been held back because of my minority status	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. Some supervisors in DeCA give an unfair advantage to relatives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Some supervisors in DeCA treat all employees fairly	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. My career advancement is affected by how much I emphasize my ethnic and cultural customs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. I try to get along with my supervisors and managers even if I don't agree with their decisions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

27. Have you experienced the following?

	Yes, on a regular basis	Yes, but very rarely	Not that I can remember	Never
a. Frustration (such as due to communication problems) in the workplace while trying to deal with a colleague?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Frustration (such as due to communication problems) in the workplace while trying to deal with a colleague of another race or ethnicity?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

IV. PAY AND PERFORMANCE MANAGEMENT

28. To what extent does your supervisor provide constructive feedback on your job performance?

- To a great extent
- To a moderate extent
- To a minimal extent
- To no extent

29. Do you feel you are usually expected to do work that is above, at, or below your current pay level?

- Work that is above my pay level
- Work that is at my pay level
- Work that is below my pay level

30. Do you feel that you are paid more, about the same, or less compared to other employees in your agency who do similar work?

- More
- About the same
- Less
- Don't know

V. WORK/LIFE ISSUES

31. Did you relocate geographically to take your first position within DeCA?

- Yes
- No

32. How many times have you voluntarily relocated (moved geographically) for the sake of your career since you have been employed with DeCA?

- 0
- 1
- 2
- 3
- 4
- 5 or more times

33. For each of the following statements, indicate the extent to which each applies to you.

	To a great extent	To some extent	To little extent	To no extent
a. I am willing to relocate to advance my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I am willing to devote whatever time is necessary to my job to advance my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I am willing to develop myself professionally (e.g. attend classes/training) on my own time and/or money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

VI. ABOUT YOU

34a. Are you Spanish/Hispanic/Latino? (Mark "No" if not Spanish/Hispanic/Latino)

- No, not Spanish/Hispanic/Latino
- Yes, Mexican, Mexican-American, Chicano, Puerto Rican, Cuban, or other Spanish/Hispanic/Latino

34b. What is your race? (Mark one or more races to indicate what you consider yourself to be)

- White
- Black or African American
- American Indian or Alaska Native
- Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
- Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian or Chamorro)

35. What is your gender?

- Male
- Female

36. Is your immediate supervisor the same gender as you?

- Yes
- No

37. What is the highest level of education you had completed at the time of your first position within DeCA?

- Less than high school
- High school diploma or equivalent (e.g. GED)
- Technical, vocational or business school
- Some college, no degree
- Completed associate's degree (e.g. AA)
- Completed bachelor's degree (e.g. BA)
- Some graduate school, no graduate degree
- Completed master's degree (e.g. MA, MS)
- Completed professional degree (e.g. JD, MD, DDS)
- Completed doctorate (e.g. PhD, EdD)

38. What is the highest level of education that you have now?

- Less than high school
- High school diploma or equivalent (e.g. GED)
- Technical, vocational or business school
- Some college, no degree
- Completed associate's degree (e.g. AA)
- Completed bachelor's degree (e.g. BA)
- Some graduate school, no graduate degree
- Completed master's degree (e.g. MA, MS)
- Completed professional degree (e.g. JD, MD, DDS)
- Completed doctorate (e.g. PhD, EdD)

39. Where are you employed?

- Store Level
- Region Level
- Headquarters

- ◆ 40. Please provide any additional information not covered in the above questions that you believe has had a relevant impact on your career advancement within DeCA.

**THANK YOU FOR YOUR SUPPORT OF
THE AGENCY'S CAREER ADVANCEMENT
WORKFORCE STUDY SURVEY.**



Appendix B: Question Seven Communication

From: Ward, Tyvonia N.
Sent: Thursday, October 16, 2008 12:52 PM
Subject: Career Advancement Workforce Survey (CAS)
Importance: High
Sensitivity: Confidential

Good Afternoon DeCA Colleague:

The Career Advancement Workforce Survey (CAS) that you've been hearing so much about has finally arrived and you're part of a relatively small group of employees selected to participate in the survey process. The surveys were delivered to the most senior leader (or designee) within each of your chain of command for dissemination to you. Most of you have already received the survey and many have reported that they've completed and mailed them back to the contractor for counting...Thank you!!!!!! If you haven't received a copy of the survey by October 31, 2008 please call or email and we'll ensure that you receive a copy as planned.

The survey takes approximately 10 to 20 minutes to complete (unless you're a critical thinker then it may take you a little more time) however, it's detailed but not cumbersome and it's designed to gain an understanding concerning employee advancement opportunities. Each of you have the option of completing the survey at work or to take the survey home for completion; however, all survey's should be completed and returned to the Contractor (in the self addressed stamped enveloped that was provided) no later than November 28, 2008 if you want your voice to be heard. There is no identifiable information contained in the survey, so please feel free to be as honest as possible. You will definitely help the Agency with understanding if career advancement opportunities are equitable to all!

In completing the survey, you will notice a slight error in question number 7 which may confuse you a bit...the "GO TO QUESTION 9" is intended for anyone answering "yes" to this question and not "no" as it's currently written. If your response to question 7 is "no" then please complete question number 8 and the subsequent questions that apply to you. Otherwise, all things are pretty simple, straight forward and shouldn't take up too much of your time.

In the meantime, if you have any questions, please don't hesitate to call or email and someone from our staff will be more than happy to assist you in the process.

Tyvonia Ward
CAS Survey Project Manager
HQ DeCA
Fort Lee, Virginia
804-734-8307
877-435-7336