

RAND

*PACER SHARE Productivity
and Personnel Management
Demonstration*

*Appendices to Third-Year
Evaluation*

*Bruce R. Orvis, James R. Hosek,
Michael G. Mattock
with Rebecca M. Mazel, Iva S. MacLennan*

National Defense Research Institute

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*Prepared for the
Assistant Secretary of Defense
(Personnel and Readiness)*

National Defense Research Institute

PREFACE

This report contains the appendices of MR-310-P&R, which describes the PACER SHARE Demonstration Project and the plan that has been developed to evaluate it. The report also presents statistical results concerning quality of work life, organizational flexibility, work quality, and productivity during the baseline period prior to the demonstration and through its third year. The appendices include the survey questionnaire used in the third-year evaluation and provide supplementary statistical results.

The study is funded by the U.S. Air Force through a special arrangement with the Office of the Assistant Secretary of Defense for Personnel and Readiness, the research sponsor. It is being carried out by the Defense Manpower Research Center, a component of the National Defense Research Institute, RAND's federally funded research and development center sponsored by the Office of the Secretary of Defense and the Joint Staff.

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Appendix A
YEAR THREE FOLLOW-UP SURVEY QUESTIONNAIRE

This appendix presents an annotated version of the questionnaire used in the year three follow-up survey of the work forces at the Air Logistics Centers. The item numbers (V1, V2, etc.) correspond to the variable names used in the analyses. Items in the 200 series were included in the questionnaire after the baseline survey. Those marked with an asterisk were asked of Sacramento only, whereas those with a double asterisk were asked at comparison sites only (Ogden, Warner-Robins, Oklahoma City, and San Antonio). Items in the 300 series were added for the year three survey. They refer to recent or upcoming agency restructuring at the ALCs. Items marked with a triple asterisk were asked at the Sacramento and Ogden sites only.

SURVEY OF ATTITUDES IN THE DIRECTORATE OF DISTRIBUTION

PLEASE DO NOT TURN THIS PAGE UNTIL YOU ARE ASKED TO DO SO.

This survey was designed to enable you to provide information on how you feel about your work at the Directorate of Distribution (DS). The results of the survey are completely confidential and anonymous. The completed questionnaires will be taken to The RAND Corporation in Santa Monica, California for analysis. No individual respondents will be identified. No completed questionnaires will be given to DS—only statistical summaries will be provided. We have taken these steps to enable you to answer the questionnaire as openly and honestly as you can. Please feel free to do so. Completion of the questionnaire is voluntary. We appreciate your cooperation.

SECTION I: CURRENT ATTITUDES

Each statement in this section concerns your feelings about your work at the Directorate of Distribution (DS). Please indicate the extent to which you agree or disagree with each statement. Mark an "X" in the numbered box below the response that best indicates how you feel. Remember, we are interested in YOUR feelings about YOUR work situation. There are no right or wrong answers to these questions.

V1. I usually know whether or not my work is satisfactory.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V2. Regular pay increases here depend on how well a person performs his/her job.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V3. The union and management are hostile toward each other.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V4. My unit works well together.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V5. If we have a decision to make, everyone is involved in making it.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V6. Under the present system it is very difficult to motivate employees with financial rewards.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V7. When changes are made in DS, the employees usually lose out in the end.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V8. Considering my skills and the effort I put into my work I am satisfied with my pay.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V9. High performers tend to stay with DS.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V10. What happens to DS is really important to me.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V11. I have confidence and trust in my co-workers.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V12. It is clear how pay decisions are made around here.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V13. Employees here feel you can't trust management in this directorate.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V14. My job duties are clearly defined by my supervisor.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V15. My supervisor encourages subordinates to participate in important decisions.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V16. To help DS, it is necessary that I think of ways to help other sections, branches, or divisions do their jobs.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V17. I have control over how I spend my time working.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V18. My co-workers encourage each other to give their best effort.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V19. My supervisor handles the administrative parts of his/her job well.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V20. I am satisfied with my opportunities for advancement.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V21. My supervisor gives me adequate information on how well I am performing.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V22. Other employers in this area pay more than the government does for the kind of work I am doing.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V23. My supervisor has strong technical skills.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V24. Promotions here depend on how well a person performs his/her job.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V25. Coming up with new ways to do my job leads to good job performance.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V26. If I had the chance I would take a different job within DS.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V27. I will be promoted or given a better job if I perform especially well.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V28. My supervisor demands that people give their best effort.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V29. My pay is determined by my individual job performance.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V30. I could find a job with another employer with about the same pay and benefits as I now have.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V31. My supervisor works well with people.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V32. All in all, I am satisfied with the position classification procedures in DS.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V33. My job allows me to achieve personal satisfaction.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V34. My supervisor is interested in my opinion on how to improve things in DS.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V35. DS gives me adequate training to do my job well.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V36. If DS saves money because we (i.e., the employees) work harder or better, some of the savings will be shared with us.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V37. I will be demoted or removed from my position if I perform my job poorly.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V38. In DS, conflict that exists between work units gets in the way of getting the job done.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V39. My supervisor keeps informed about the way subordinates think and feel about things.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V40. Management in DS is concerned about me as a person.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V41. If one of my co-workers isn't working hard enough, I would tell him/her so.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V42. It is necessary for DS to minimize costs and maximize performance.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V43. Working hard on my job leads to good job performance.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V44. It is necessary for everyone in DS to help support other directorates such as Maintenance.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V45. In general, I like the way the union handles things.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V46. Coordination among work units is good in DS.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V47. It would be very hard for me to leave my job even if I wanted to.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V48. Pay differences in DS fairly represent real differences in levels of responsibility and job difficulty.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V49. I deserve most of the credit or blame for how well my work gets done.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V50. My supervisor sets clear goals for me in my present job.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V51. I will be given simpler work or less work if I perform my job poorly.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V52. People in DS will do things behind your back.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V53. To help DS it is necessary that I think of ways to help my section do its job.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V54. In general, I like working here.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V55. I have a great deal of say over what has to be done on my job.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V56. If I have ideas on how other people in DS could improve their work I should tell their supervisors.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V57. My co-workers are afraid to express their real views.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V58. In general, I am satisfied with my job.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V59. In DS, employees receive equal pay for equal work.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V60. The amount of money I will receive for working harder is enough to make me work harder.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V61. Working hard on my job leads to gaining respect from my co-workers.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V62. I am personally responsible for helping DS improve its performance.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V63. Low performers tend to leave DS.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V64. In DS, you make more money in blue-collar jobs than in white-collar jobs.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V65. New employees in DS are well qualified for their jobs.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V66. In general, disciplinary actions taken in DS are fair and justified.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V67. Employees here take full advantage of their grievance and appeal rights.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V68. In my work unit we tell each other the way we are feeling.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V69. I have all the skills I need in order to do my job.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V70. My pay is fair considering what other places in this area pay for the same kind of work.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V71. In DS, authority is clearly delegated.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V72. For DS to do its mission well it is necessary for me personally to do a good job.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V73. If I have ideas on how people in DS could improve their work I should tell them.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V74. My supervisor encourages me to help in developing work methods and job procedures.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V75. My supervisor helps me solve work related problems.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V76. If I were subject to an involuntary personnel action, I believe I would be told about my grievance and appeal rights.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V77. I have the authority I need to accomplish my work objectives.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V78. Quality control programs help me do my job better.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V79. I will receive more money if I work harder for DS.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V80. It is necessary for DS to maintain high work quality and timeliness.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V81. All in all, I am satisfied with my pay.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V82. I will get a larger pay increase if I perform especially well.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V83. I have too much at stake in my job to change jobs now.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V84. Under the present system financial rewards are seldom related to employee performance.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V85. I often think about quitting.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V86. My job is challenging.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V87. My pay is fair considering what people in other directorates are paid.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V88. Management is flexible enough to make changes when necessary.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V89. On my job I know exactly what is expected of me.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V90. The work I do on my job is meaningful to me.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V91. I am satisfied with the chances I have to learn new things on my job.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V92. I am given the opportunities I want to participate in training programs.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V93. Management and the union are willing to try solutions which haven't been tried before.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V94. In my work unit everyone's opinion gets listened to.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V95. I can save money for DS by working harder or better.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V96. My supervisor is concerned about me as a person.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V97. I have ideas about how I could do a better job for DS.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
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V98. Management is only willing to negotiate about a few specific issues.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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V99. I will have better job security if I perform especially well.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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V100. All in all, I am satisfied with my work unit.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V101. Employees do not have much opportunity to influence what goes on in DS.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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V102. Competition for jobs here is fair and open.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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V103. I am satisfied with the amount of job security I have.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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V104. I would prefer not to receive an annual performance appraisal from my supervisor.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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V105. During the next year I will probably look for a new job outside DS.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
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V106. My own hard work will lead to recognition as a good performer.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

How satisfied are you with the efforts your union has made to get each of the following outcomes for its members?

V107. More meaningful work for members?

[1]	Very dissatisfied
[2]	Dissatisfied
[3]	Neither satisfied nor dissatisfied
[4]	Satisfied
[5]	Very satisfied

V108. Fairer job classifications?

[1]	Very dissatisfied
[2]	Dissatisfied
[3]	Neither satisfied nor dissatisfied
[4]	Satisfied
[5]	Very satisfied

V109. Fairer promotion policies?

[1]	Very dissatisfied
[2]	Dissatisfied
[3]	Neither satisfied nor dissatisfied
[4]	Satisfied
[5]	Very satisfied

V110. How satisfied are you with the success your union has in bargaining non-wage issues?

[1]	Very dissatisfied
[2]	Dissatisfied
[3]	Neither satisfied nor dissatisfied
[4]	Satisfied
[5]	Very satisfied

- If I took a new job, I would do so to gain: (Mark the *THREE* most important.)
- V111. [1] More responsibility
 - [2] Better pay
 - [3] More job security
 - V112. [4] Better supervisors
 - [5] More interesting work
 - V113. [6] More important program
 - [7] Better working conditions
 - [8] More convenient office hours
 - [9] Better promotion opportunities
 - [10] More congenial colleagues
 - [11] Better geographical location
 - [12] Better benefits

Please indicate how important each of the following is in determining your pay:

- V114. The quality of your job performance? [1] Not important at all
[2] Somewhat important
[3] Important
[4] Very important
[5] Extremely important
- V115. The quality of your work unit's performance? [1] Not important at all
[2] Somewhat important
[3] Important
[4] Very important
[5] Extremely important
- V116. The amount of responsibility on your job? [1] Not important at all
[2] Somewhat important
[3] Important
[4] Very important
[5] Extremely important
- V117. Your length of service? [1] Not important at all
[2] Somewhat important
[3] Important
[4] Very important
[5] Extremely important
- V118. Would you be willing to serve as a member of a union-management committee? [1] Yes
[2] No

V119. Please rate the amount of effort you put into work activities during an average workday.

- [1] No effort
- [2] A little effort
- [3] Some effort
- [4] A lot of effort
- [5] Extreme effort

How important is each of the following to you:

V120. Challenging work responsibilities?

- [1] Not important at all
- [2] Somewhat important
- [3] Important
- [4] Very important
- [5] Extremely important

V121. The chance to accomplish something worthwhile?

- [1] Not important at all
- [2] Somewhat important
- [3] Important
- [4] Very important
- [5] Extremely important

V122. The chance to learn new things on on your job?

- [1] Not important at all
- [2] Somewhat important
- [3] Important
- [4] Very important
- [5] Extremely important

V123. Getting a feeling of accomplishment from your job?

- [1] Not important at all
- [2] Somewhat important
- [3] Important
- [4] Very important
- [5] Extremely important

V124. Retirement benefits?

- [1] Not important at all
- [2] Somewhat important
- [3] Important
- [4] Very important
- [5] Extremely important

V125. Your chances for getting a promotion?

- [1] Not important at all
- [2] Somewhat important
- [3] Important
- [4] Very important
- [5] Extremely important

V232. Quality circles, process action teams, and task forces allow me to share my ideas and help improve the work processes.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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*V233. Team building is stressed in day-to-day operations.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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*V234. Team building and communications training have improved my working relationship with my supervisor.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V235. I believe that employees who practice a participative type of management or behavior are the ones who are promoted.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

*V236. My division has supported the team building effort.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V237. My supervisor shares organizational performance data with me.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

*V238. Team building and communications training have improved my working relationships with my peers.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V239. I have an opportunity to regularly share my ideas on mission related issues regarding decisions for improving timeliness, quality, and production.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

*V240. Team building classes in DS have helped communication between divisions/sections.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V241. I believe management wants to hear my ideas/opinions concerning attendance problems, staffing requirements, DS procedures, and plans.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V242. When hiring new employees, I believe management is selecting participative type employees.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V243. There is enough staffing flexibility to support supervisory job assignments and the definition/creation of supervisory positions.

Strongly Disagree {1}	Disagree {2}	Undecided {3}	Agree {4}	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

IF YOU ARE NOT A SUPERVISOR, PLEASE TURN TO PAGE 28 AND ANSWER SECTION 3.

IF YOU ARE A SUPERVISOR, PLEASE TURN TO THE NEXT PAGE (PAGE 24) AND COMPLETE BOTH SECTIONS 2 AND 3.

SUPERVISORS SHOULD COMPLETE THIS SECTION.

SECTION 2: SUPERVISORS' ATTITUDES

V128. It takes too long to get decisions made in DS.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V129. My pay is based partly on the performance of the workers I supervise.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V130. The work I am responsible for supervising probably could be done with fewer employees.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V131. There is enough staffing flexibility to meet changing work loads.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V132. I have enough authority to hire competent people when I need them.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V133. Top management generally supports the personnel decisions made by supervisors in DS.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V134. In DS jobs are classified fairly and accurately.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V135. Without performance appraisal it would be more difficult to reward or discipline employees.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V136. The criteria used to grade supervisory positions in DS are fair.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V137. The personnel office helps me perform my job effectively.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V138. My pay level is based partly on the number and grades of the people I supervise.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V139. It takes too long to process the paperwork needed to fill vacancies here.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V140. Supervisors here cooperate with each other for the attainment of DS's goals.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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V141. I have enough authority to determine my employees' pay.

Strongly Disagree {1}	Disagree [2]	Undecided {3}	Agree [4]	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V142. In DS, my organization recognizes supervisors who take the time to develop their subordinates' knowledge, skills, and abilities.

Strongly Disagree {1}	Disagree [2]	Undecided {3}	Agree [4]	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V143. The personnel department here provides line management with valuable support services.

Strongly Disagree {1}	Disagree [2]	Undecided {3}	Agree [4]	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V144. The work I am responsible for supervising probably could be done with fewer mid-level supervisors.

Strongly Disagree {1}	Disagree [2]	Undecided {3}	Agree [4]	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V145. I have to devote too much time to position classification.

Strongly Disagree {1}	Disagree [2]	Undecided {3}	Agree [4]	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V146. I have enough authority to promote people.

Strongly Disagree {1}	Disagree [2]	Undecided {3}	Agree [4]	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V147. The current system enables me to help the people I supervise improve their performance.

Strongly Disagree {1}	Disagree [2]	Undecided {3}	Agree [4]	Strongly Agree {5}
-----------------------------	-----------------	------------------	--------------	--------------------------

V148. I have enough authority to influence classification decisions.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V149. Supervisors in DS feel their ability to manage is restricted by unnecessary personnel rules and regulations.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V150. I have enough authority to remove people from their jobs if they perform poorly.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V267. DS backs me as a supervisor when I make a decision.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
-----------------------------	-----------------	------------------	--------------	--------------------------

V166. How long have you been officially designated a supervisor (any level)?

[1]	Less than 1 year
[2]	1 - 2 years
[3]	2 - 5 years
[4]	Over 5 years

V167. How many employees do you supervise directly (not at second level)?

[1]	None
[2]	1 - 2
[3]	3 - 5
[4]	6 - 9
[5]	10 - 20
[6]	21 - 30
[7]	More than 30

PLEASE CONTINUE WITH THE QUESTIONS ON THE NEXT PAGE (PAGE 28).

EVERYONE SHOULD COMPLETE THIS SECTION.

SECTION 3: BACKGROUND

THE INFORMATION COLLECTED IN THIS SECTION WILL ONLY BE USED TO HELP SUMMARIZE THE SURVEY DATA. INDIVIDUALS WILL NOT BE IDENTIFIED.

V151. What was your office symbol before DS was integrated into TI (e.g., DSTEW)?

— — — — — [NOTE: USE OLD DS OFFICE SYMBOL]

***V300. If you do not remember, what is your current office symbol (e.g., TIDT)?

— — — — —

V152. How long have you worked in DS? [1] Less than 1 year [2] 1 - 3 years [3] 3 - 5 years [4] Over 5 years [NOTE: INCLUDE TIME IN DS AND TIME SINCE INTEGRATION OF DS INTO DIRECTORATE OF TI.]

*V272. What is your pay schedule and pay level? [1] DH1 [2] DH2 [3] DH3 [4] DH4 [5] DW1 [6] DW2 [7] DW3 [8] DW4 [9] DX1 [10] DX2 [11] DX3 [12] DX4

**V156. What is your pay category? [1] GS [2] GM [5] WS [3] WG [4] WL

**V157. What is your pay grade? [1] 1 [2] 2 [3] 3 [4] 4 [5] 5 [6] 6 [7] 7 [8] 8 [9] 9 [10] 10 [11] 11 [12] 12 [13] 13 [14] 14 [15] 15

V158. Before PACER SHARE, how long had you been in your last paygrade (e.g., WG5)? [1] Less than 1 year [2] 1 - 2 years [3] 2 - 5 years [4] Over 5 years

[Follow-up survey comparison site wording: "How long have you been in your present grade or pay level?"]

V159. What type of appointment are you serving under? [1] Demonstration on-call (DOC)*
[2] Temporary/term appointment
[3] Probationary career conditional
[4] Career conditional
[5] Career
[6] Other

V160. How long have you worked for your present immediate supervisor? [1] 0 - 3 months
[2] 3 - 6 months
[3] 6 months to 1 year
[4] 1 - 2 years
[5] 2 - 5 years
[6] Over 5 years

V161. How many years have you been a Federal Government employee? (Exclude military service.) [1] Less than 1 year
[2] 1 - 3 years
[3] 4 - 9 years
[4] 10 - 14 years
[5] 15 - 29 years
[6] 30 years or more

V162. How many years of full-time employment have you had in the private sector? [1] None
[2] Less than 1 year
[3] 1 - 2 years
[4] 2 - 5 years
[5] Over 5 years

V163. How many times have you moved between Federal agencies in the last 10 years? (Count different major DoD components as different agencies.) [1] Never
[2] Once
[3] Twice
[4] Three or more times

V164. What is your job process number and process title (e.g., DW-9200, Distribution Process)?

_____ and _____
(job process no.) (job process title)

[Follow-up comparison site wording: "What is your job series number and job title?"]

V165. Are you currently a member of a local union representing Distribution employees? [1] Yes
[2] No

[NOTE: IGNORE INTEGRATION OF DS INTO DIRECTORATE OF TI.***]

- V168. How old were you on your last birthday? [1] Under 30 [4] 50 - 54
[2] 30 - 39 [5] 55 - 59
[3] 40 - 49 [6] 60 and over
- V169. Are you male or female? [1] Male
[2] Female
- V170. Are you Black, White, or Other (e.g., American Indian, Eskimo, Aleut, Asian, or Pacific Islander)? [1] Black
[2] White
[3] Other
- V171. Are you of Hispanic origin or non-Hispanic origin? [1] Hispanic origin
[2] Non-Hispanic origin
- V172. What is your education level? (Indicate highest grade completed.)
[1] Elementary school (grades 1-8)
[2] Some high school or some technical training
[3] GED (General Educational Development)
[4] Graduated from high school and received regular high school diploma
[5] High school degree plus technical training or apprenticeship
[6] Some college
[7] Two-year associate college degree
[8] Four-year college degree (B.A., B.S., or other bachelor's degree)
[9] Some graduate school
[10] Master's degree
[11] Doctorate degree (Ph.D., M.D., J.D., etc.)
- V153. Have you ever been a regular member of a quality circle at DS (or TI***)? [1] Yes --> (Answer Q #18 next)
[2] No --> (Answer Q #20 next)
- V154. Are you in a quality circle now? [1] Yes --> (Answer Q #19 next)
[2] No --> (Answer Q #20 next)
- V155. How long have you been in this quality circle? [1] 0 - 3 months
[2] 3 - 6 months
[3] 6 months to 1 year
[4] 1 - 2 years
[5] 2 - 5 years
[6] Over 5 years

Please indicate to what extent you agree or disagree with the following statements:

*V173. I have been adequately informed about the PACER SHARE demonstration project.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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*V174. I understand how PACER SHARE will affect me and my work.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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*V175. I am in favor of the PACER SHARE demonstration project.

Strongly Disagree [1]	Disagree [2]	Undecided [3]	Agree [4]	Strongly Agree [5]
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The reorganization of some Distribution functions into the Defense Logistics Agency (DLA) has been proposed by the government.

V301. How much do you know about this proposed reorganization?	[1] I know a great deal about it
	[2] I know something about it
	[3] I know only a little about it
	[4] I never heard of it before today

IF YOU ANSWERED "1," "2," OR "3" TO QUESTION V301, PLEASE CONTINUE WITH QUESTION V302 BELOW.

IF YOU ANSWERED "4" TO QUESTION V301, PLEASE SKIP TO QUESTION V317 ON PAGE 34.

Below are aspects of your work situation which may or may not change under the proposed DLA reorganization. For each aspect of your work environment listed below, please indicate whether you think it will be much better, somewhat better, about the same, somewhat worse, or much worse if the reorganization occurs.

V302. Coordination among work units.	[1] Much Worse
	[2] Somewhat Worse
	[3] About the Same
	[4] Somewhat Better
	[5] Much Better

- | | | |
|-------|---|--|
| V303. | The relationship between job security and employee performance. | [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better |
| V304. | The meaningfulness of the work I do on my job. | [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better |
| V305. | How much say I have over how I spend my time working. | [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better |
| V306. | Cooperation between the union and management. | [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better |
| V307. | The chance I have to learn new things on my job. | [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better |
| V308. | How well my unit works together. | [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better |
| V309. | Employee trust in management. | [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better |
| V310. | Knowing exactly what is expected of me on my job. | [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better |

- V311. How much I would be told about my grievance and appeal rights if I were subject to an involuntary personnel action. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better
- V312. The relationship between financial rewards and employee performance. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better
- V313. How well I like working here. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better
- V314. Supervisors' encouragement of subordinates to participate in important decisions. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better
- V315. My pay, as compared to what other places in this area pay for the same kind of work. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better

Please indicate how likely or unlikely the following statement would be:

- V316. As compared to now, how likely is it that your job would be moved to another military/DoD installation? [1] Much More Likely
[2] Somewhat More Likely
[3] About the Same
[4] Somewhat Less Likely
[5] Much Less Likely

As you are aware, DS has been integrated into the Directorate of TI. Below are aspects of your work situation which may or may not have changed under this integration. For each aspect of your work environment listed below, please indicate whether you think it is much better, somewhat better, about the same, somewhat worse, or much worse as compared to before the integration into TI.

- ***V317. How much say I have over how I spend my time working. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better

- ***V318. Employee trust in management. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better

- ***V319. Knowing exactly what is expected of me on my job. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better

- ***V320. The relationship between financial rewards and employee performance. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better

- ***V321. How well I like working here. [1] Much Worse
[2] Somewhat Worse
[3] About the Same
[4] Somewhat Better
[5] Much Better

- *V322. What things do you like most about PACER SHARE?

- *V323. What things do you like least about PACER SHARE?

- V324. Do you have any comments regarding the proposed DLA reorganization (or integration of DS of into TI***)?

The Air Logistics Centers are currently undergoing a reduction in force (RIF).

- V325. How much do you know about the Reduction in Force (RIF)?
- [1] I know a great deal about it
 - [2] I know something about it
 - [3] I know only a little about it
 - [4] I never heard of it before today

IF YOU ANSWERED "1," "2," OR "3" TO QUESTION V325, PLEASE CONTINUE WITH QUESTION V326 BELOW.

IF YOU ANSWERED "4" TO QUESTION V325, YOU ARE FINISHED COMPLETING THE QUESTIONNAIRE. PLACE THIS SHEET INSIDE YOUR QUESTIONNAIRE AND RETURN THE BOOKLET TO THE SURVEY ADMINISTRATOR. THANK YOU FOR YOUR PARTICIPATION.

V326. Was your job directly affected by the RIF?

- [1] No, I have the same job.
- [2] Yes, I moved from one Distribution job to another Distribution job.
- [3] Yes, I moved into a Distribution job from another Directorate.
- [4] Yes, I have been notified I will be changing to another job in Distribution in the near future.
- [5] Yes, I have been notified I will be changing to a new job in another Directorate in the near future.
- [6] Yes, I have been notified I will be separated in the near future.

Below are aspects of your work situation which may or may not change after the current RIF. For each aspect of your work environment listed below, please indicate whether you think it will be much better, somewhat better, about the same, somewhat worse, or much worse after the RIF.

- V327. The meaningfulness of the work I do on my job.
- [1] Much Worse
 - [2] Somewhat Worse
 - [3] About the Same
 - [4] Somewhat Better
 - [5] Much Better
- V328. How much say I have over how I spend my time working.
- [1] Much Worse
 - [2] Somewhat Worse
 - [3] About the Same
 - [4] Somewhat Better
 - [5] Much Better
- V329. Employee trust in management.
- [1] Much Worse
 - [2] Somewhat Worse
 - [3] About the Same
 - [4] Somewhat Better
 - [5] Much Better

- V330. How well I like working here.
- [1] Much Worse
 - [2] Somewhat Worse
 - [3] About the Same
 - [4] Somewhat Better
 - [5] Much Better
- V331. My job security.
- [1] Much Worse
 - [2] Somewhat Worse
 - [3] About the Same
 - [4] Somewhat Better
 - [5] Much Better

Appendix B
SUPPLEMENTAL SURVEY RESULTS

This appendix presents supplementary information pertaining to the third-year attitude survey. Table B.1 shows the mean response among nonsupervisors for each question in the questionnaire, by ALC. Table B.2 shows the comparable results for supervisors. In Table B.3 the nonsupervisors' means for the response scales discussed in Chapter Two of MR-310-P&R are presented. Table B.4 presents the analogous results for supervisory personnel.

The ordinary least squares (OLS) regression results underlying the analyses discussed in Chapter Three of MR-310-P&R are shown in Tables B.5 to B.11. Recall that in the Chapter Three tables, the Sacramento baseline mean is listed in column one; the other ALCs' baseline mean equals column one minus column two; their third-year mean is column one minus column two plus column three; and the Sacramento year-three mean is column one plus column four. Table B.5 presents results for questions 1-127, which were answered by all respondents. Table B.6 presents results for the response scales based on these questions. Table B.7 presents results for questions 128-150, which were answered by supervisors, and for the response scales based on these questions. Table B.8 contains the regression results for the variables added to the follow-up surveys in year one, which primarily concern perceptions of information use/feedback and team building. Tables B.9 and B.10 present information for questions added in year three to address the Reduction in Force (RIF), merger into the TI directorate (at Sacramento and Ogden), and partial absorption into the Defense Logistics Agency (DLA). Table B.9 shows the mean responses to the questions and for scales we composed based on the questions. Table B.10 presents a new set of regression results for the scales in Table B.6, controlling for the responses to the variables (i.e., scales) in Table B.9. As discussed in Chapter Two of MR-310-P&R, the purpose of the regression analyses is to determine the extent to which the mean work force response at SM-ALC differed from that at the comparison ALCs, controlling for differences

in the demographic composition and experience base of their respective samples and work forces. The following discussion describes the factors included in the analyses and their purposes.

The "SUPER" variable is coded "1" for supervisors and "0" for nonsupervisors. The coefficient thus indicates the difference in mean response for supervisors relative to nonsupervisors. For example, as can be seen on the first page of Table B.5, the mean response for supervisors across all the ALCs was .12 higher (on the five-point scale) for question 1. The "SACTO" variable is coded "1" for SM-ALC respondents and "0" for all others. It is a key variable, indicating the baseline difference in the mean response for SM-ALC relative to the comparison group. A second set of key variables is "FOLUP1," "FOLUP2," and "FOLUP3," which indicates the systemic change in mean response during the first three years of PACER SHARE for the comparison group. The variables are coded "1" for first, second, and third years, respectively, and "0" for baseline. The primary variables for the follow-up evaluations are "FOLPSACT," "FLP2SACT," and "FLP3SACT." They indicate the extent of the unique change in mean response at Sacramento as compared to baseline. Thus, the total change at Sacramento through the third year of PACER SHARE equals FOLUP3 + FLP3SACT. FOLPSACT is coded "1" for first-year Sacramento and "0" otherwise. FLP2SACT is coded "1" for second-year Sacramento and "0" otherwise. FLP3SACT is coded "1" for third-year Sacramento and "0" otherwise.

"V152" (or YRSDS) indicates tenure in DS and is coded as indicated in the questionnaire. A higher value reflects longer time in DS. "V156W" (COLLAR) is coded "1" for white-collar job holders and "0" for blue-collar job holders. "V157C" (PAYGRADE) indicates pay bands 1-4 as defined in PACER SHARE and discussed earlier. Higher values reflect higher pay bands. "V159A" (APPTTYPE) is coded "1" for career category "career" employees and "0" for all others. "V160" (UNDERSUP) indicates length of time worked for current supervisor and is coded as indicated in the questionnaire. Higher values reflect longer times. "V161" (YRSFEDGV) indicates length of time employed by the federal government and is coded as indicated in the questionnaire. Higher values reflect

longer times. "V165" (UNION) is coded "1" for union members and "2" for nonmembers. "V168" (AGE) reflects the respondent's age and is coded as indicated in the questionnaire. Higher values indicate older respondents. "V169" (SEX) is coded "1" for males and "2" for females. "V172" (EDUC) reflects education levels and is coded as indicated in the questionnaire. Higher values reflect more education. The remaining variables are dummy variables reflecting race and ethnicity. "WHS" is white Hispanic; "BLK" is black; "OTH" represents all other persons not classified as white non-Hispanic.

The regressions in Table B.10 also contain the following variables. "DLASCALE," "TISCALE," and "RIFSCAL1" represent the individual's average score on items concerning his perception of the effects on the work environment of absorption into DLA, merger into TI, and the RIF, respectively. "TIDVAR" is coded "1" if the respondent answered the TI questions and "0" if not. Control for response to the DLA and RIF questions is provided by the variables indicating the year-three survey administration, i.e., "FOLUP3" and "FLP3SACT." Caution is warranted concerning the results in Table B.10. The analyses were intended to be exploratory, to assess whether or not controlling for these variables altered the significance and size of the difference in change during the three-year period between Sacramento and the comparison sites ("FLP3SACT"). Clearly, it did not. Thus, additional analyses were not undertaken. In interpreting the coefficients in Table B.10, we caution the reader that the third-year effect for Ogden is distributed across the TI variables as well as on "FOLUP3," and that nonresponse control for the DLA and RIF items is good, but not perfect. Including dummy variables for these scales would have introduced a multicollinearity problem. We opted for the model in Table B.10, recognizing its limitations but believing it is adequate for our purpose.

Table B.1
MEANS FOR ALL VARIABLES
NONSUPERVISORS
SITE NAME=OC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	404	3.7326733	1.0903692	1.0000000	5.0000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	404	1.9356436	1.0476569	1.0000000	5.0000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	404	3.2945545	0.9238339	1.0000000	5.0000000
V4	MY UNIT WORKS WELL TOGETHER	404	3.0396040	1.2476940	1.0000000	5.0000000
V5	EVERYONE IS INVOLVED IN A DECISION	403	2.1240695	1.0554249	1.0000000	5.0000000
V6	DIFFICULT TO MOTIVATE WITH MONEY REWRDS	403	3.6079404	1.2618144	1.0000000	5.0000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	392	3.5535714	1.0785931	1.0000000	5.0000000
V8	I AM SATISFIED WITH MY PAY	393	2.6641221	1.2754192	1.0000000	5.0000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	394	2.7436548	1.1201476	1.0000000	5.0000000
V10	WHAT HAPPENS IN DS IS IMPORTANT TO ME	394	3.8934010	0.8874626	1.0000000	5.0000000
V11	HAVE CONFIDENCE AND TRUST IN COWORKERS	394	3.0659898	1.1461677	1.0000000	5.0000000
V12	IT IS CLEAR HOW PAY DECISIONS ARE MADE	393	2.8678845	1.2567365	1.0000000	5.0000000
V13	CAN'T TRUST MGT IN THIS DIRECTORATE	394	3.9060914	1.1319165	1.0000000	5.0000000
V14	JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	394	3.2055838	1.2380191	1.0000000	5.0000000
V15	SUPRV ENCOURAGES PARTICIPATION IN DECIS	393	2.5750636	1.2268630	1.0000000	5.0000000
V16	NECESSARY TO HELP DS	394	3.2741117	1.1056136	1.0000000	5.0000000
V17	HAVE CONTROL IN SPENDING TIME WORKING	394	3.4847716	1.1898731	1.0000000	5.0000000
V18	COWORKERS ENCOURAGE EACH OTHER TO DO WELL	393	2.6030534	1.1802762	1.0000000	5.0000000
V19	SUPERVISOR HANDLES ADMINISTRATIVE PARTS WELL	394	2.9847716	1.3813633	1.0000000	5.0000000
V20	SATISFIED WITH OPPORTUNITIES TO ADVANCE	394	1.7969543	1.0481492	1.0000000	5.0000000
V21	SUPERVISOR GIVES INFO ON HOW I PERFORM	393	2.7709924	1.2930242	1.0000000	5.0000000
V22	GET LESS PAY THAN SAME NON-GVT JOBS	393	3.2697201	1.0563338	1.0000000	5.0000000
V23	SUPERVISOR HAS STRONG TECHNICAL SKILLS	393	2.9160305	1.2082085	1.0000000	5.0000000
V24	PROMOTION DEPENDS ON PERFORMANCE	393	1.8638677	1.0690035	1.0000000	5.0000000
V25	NEW WAYS TO DO JOB LEADS TO GOOD PERFCM	393	3.3944020	1.2035955	1.0000000	5.0000000
V26	IF I COULD WOULD CHANGE JOBS IN DS	392	3.6811224	1.1742553	1.0000000	5.0000000
V27	WILL BE PROMOTED IF YOU PERFORM WELL	393	1.9134860	0.9936771	1.0000000	5.0000000
V28	SUPERVISOR DEMANDS PEOPLE DO THEIR BEST	392	3.1887755	1.1686775	1.0000000	5.0000000
V29	PAY DETERMINED BY MY JOB PERFORMANCE	392	1.8443878	0.9124146	1.0000000	5.0000000
V30	GET SAME BENEFITS WORKING ELSEWHERE	391	2.7749361	1.0355159	1.0000000	5.0000000
V31	MY SUPERVISOR WORKS WELL WITH PEOPLE	392	3.1403061	1.3063715	1.0000000	5.0000000
V32	SATISFIED WITH JOB CLASSIFICATION PROCEDURES	392	2.3112245	1.1194978	1.0000000	5.0000000
V33	JOB ALLOWS ME TO ACHIEVE SATISFACTION	392	2.7933673	1.2554360	1.0000000	5.0000000
V34	SUPERVISOR INTERESTED IN MY OPINION	391	2.7851662	1.3184626	1.0000000	5.0000000
V35	DS GIVES OK TRAINING TO DO JOB WELL	393	2.7404580	1.2366911	1.0000000	5.0000000
V36	IF DS SAVES MONEY WE SHARE SAVINGS	393	1.9872774	1.0411635	1.0000000	5.0000000
V37	BE DEMOTED/REMOVED IF PERFORM POORLY	395	2.7417722	1.1351119	1.0000000	5.0000000
V38	CONFLICT IN UNITS EFFECTS JOB DONE	392	3.7397959	1.0082260	1.0000000	5.0000000
V39	SUPERVISOR INFORMED ON HOW WE FEEL	395	2.7316456	1.1439029	1.0000000	5.0000000
V40	MGT CONCERNED ABOUT ME AS A PERSON	395	2.0506329	1.0816740	1.0000000	5.0000000
V41	TELL COWORKERS IF NOT WORKING HARD	395	2.6227848	1.1386105	1.0000000	5.0000000
V42	NECESSARY TO MIN COSTS MAX PERFCM	393	3.8753181	0.9131837	1.0000000	5.0000000
V43	WORK HARD GET GOOD JOB PERFORMANCE	394	3.4086294	1.2532001	1.0000000	5.0000000
V44	SUPPORT OTHER DIRECTORATES-MAINTEN	394	4.0128904	0.7497863	1.0000000	5.0000000
V45	LIKE THE WAY UNION HANDLES THINGS	394	2.4593909	0.9857125	1.0000000	5.0000000
V46	COORDIN WITH WORK UNITS IS GOOD IN DS	394	2.5913706	1.1225320	1.0000000	5.0000000
V47	HARD TO LEAVE JOB, EVEN IF WANTED TO	394	3.4670051	1.2722034	1.0000000	5.0000000
V48	PAY DIFFERENCES REFLECT TYPE OF JOB	393	2.4452926	1.1485059	1.0000000	5.0000000
V49	RESPONSIBLE HOW WELL WORK GETS DONE	400	3.9158000	0.8943011	1.0000000	5.0000000

Table B.1--continued

SITENAME=OC

Variable Label	N	Mean	Std Dev	Minimum	Maximum
V50 SUPERVISOR SETS CLEAR GOALS FOR ME	399	2.8070175	1.1820903	1.0000000	5.0000000
V51 GIVEN SIMPLER WORK IF DO JOB POORLY	399	2.4812030	1.0862422	1.0000000	5.0000000
V52 DS PEOPLE DO THINGS BEHIND ONES BACK	399	4.0438596	1.0520170	1.0000000	5.0000000
V53 HELP DS BY HELPING SECTION TO DO JOB	399	3.6967419	0.9109961	1.0000000	5.0000000
V54 IN GENERAL, LIKE WORKING HERE	399	3.4561404	1.1484996	1.0000000	5.0000000
V55 HAVE SAY ON HOW TO DO MY JOB	400	2.7450000	1.3131206	1.0000000	5.0000000
V56 TELL SUPRVSR HOW OTHERS CAN IMPROVE	398	2.7060302	1.0606370	1.0000000	5.0000000
V57 COMOKERS AFRAID TO EXPRESS REAL VIEWS	399	3.5213033	1.1857285	1.0000000	5.0000000
V58 GENERALLY SATISFIED WITH JOB	398	3.2311558	1.2052923	1.0000000	5.0000000
V59 EMPLOYEES GET - PAY FOR - WORK	399	2.0751880	1.0582820	1.0000000	5.0000000
V60 WORK HARDER IF WILL GET MORE PAY	398	2.2562814	1.1108116	1.0000000	5.0000000
V61 RESPECT FROM PEERS BY WORKING HARD	398	3.0276382	1.2218580	1.0000000	5.0000000
V62 RESPONSIBLE FOR HELPNG DS IMPROVE PERF	399	3.4110276	1.0710811	1.0000000	5.0000000
V63 LOW PERFORMERS TEND TO LEAVE DS	398	2.3090452	0.9668836	1.0000000	5.0000000
V64 MORE MONEY FOR BLUE THAN WHITE COLLAR	399	2.8721805	1.1010288	1.0000000	5.0000000
V65 NEW EMPLOYEES IN DS ARE WELL QUALIFIED	399	2.3759398	0.9399148	1.0000000	5.0000000
V66 DISCIPLINARY ACTIONS IN DS ARE FAIR	398	2.3354271	1.1103707	1.0000000	5.0000000
V67 EMPLOYEES USE GRIEVANCE AND APPEAL RIGHTS	398	2.8643216	1.0772123	1.0000000	5.0000000
V68 IN WORK UNIT TELL OTHERS HOW WE FEEL	397	3.0201511	1.1302082	1.0000000	5.0000000
V69 HAVE ALL SKILLS NEEDED FOR MY JOB	398	3.7562814	1.0988422	1.0000000	5.0000000
V70 PAY FAIR COMPARED TO OTHER PLACES	397	2.9486222	1.0882667	1.0000000	5.0000000
V71 IN DS, AUTHORITY IS CLEARLY DELEGATED	396	3.0151515	1.1669598	1.0000000	5.0000000
V72 DS DOES WELL IF I DO JOB WELL	396	3.924242	0.7745595	1.0000000	5.0000000
V73 TELL IDEAS ON HOW OTHERS CAN IMPROVE	396	3.1376263	1.0551254	1.0000000	5.0000000
V74 SUPERVSR ENCOURAGE DEVELOPING WORK METHODS	397	2.7178841	1.2085585	1.0000000	5.0000000
V75 SUPERVSR HELPS ME SOLVE WORK PROBLEMS	397	3.1460957	1.1950302	1.0000000	5.0000000
V76 SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	397	2.9118388	1.1391942	1.0000000	5.0000000
V77 HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	397	3.3173804	1.0754493	1.0000000	5.0000000
V78 DO JOB BETTER WITH QUALITY CONTROL PGMS	397	2.9269521	1.0503506	1.0000000	5.0000000
V79 RECEIVE MORE MONEY IF WORK HARDER	398	1.8831658	0.8410399	1.0000000	5.0000000
V80 DS SHOULD MAINTAIN HIGH WORK QUALITY	397	3.9886650	0.8366585	1.0000000	5.0000000
V81 ALL IN ALL, SATISFIED WITH JOB	397	2.7896725	1.2004709	1.0000000	5.0000000
V82 IF PERFORM WELL GET LARGE PAY INCREASE	397	1.7909320	0.7413599	1.0000000	5.0000000
V83 TOO MUCH AT STAKE IN JOB TO CHANGE JOB	396	3.1010101	1.2033283	1.0000000	5.0000000
V84 MONEY REWARD SELDOM RELATED TO JOB PERF	397	3.9269521	1.1088278	1.0000000	5.0000000
V85 OFTEN THINK ABOUT QUITTING	396	2.9116162	1.3406087	1.0000000	5.0000000
V86 MY JOB IS CHALLENGING	397	2.9622166	1.2875013	1.0000000	5.0000000
V87 PAY FAIR COMPARED TO OTHER DIRECTORATES	397	2.7561864	1.0810417	1.0000000	5.0000000
V88 MGT IS FLEXIBLE TO MAKE CHANGES	397	2.5214106	1.1966578	1.0000000	5.0000000
V89 ON JOB KNOW EXACTLY WHAT IS EXPECTED	397	3.4659950	1.0502416	1.0000000	5.0000000
V90 MY JOB IS MEANINGFUL TO ME	397	3.4785894	1.1293468	1.0000000	5.0000000
V91 SATISFIED WITH CHANCES TO LEARN MORE-JOB	389	2.9177378	1.2006953	1.0000000	5.0000000
V92 OPPORTUNITY TO PARTICIPE IN TRAINING PGMS	389	2.6979434	1.2139209	1.0000000	5.0000000
V93 MGT + UNION WILLING TO TRY NEW SOLUTIONS	389	2.4601542	0.8624952	1.0000000	5.0000000
V94 IN MY WORK UNIT OPINIONS GET LISTENED TO	389	2.4370180	1.1794055	1.0000000	5.0000000
V95 SAVE MONEY IN DS BY WORKING HARDER/BETTER	389	3.1722365	1.1231631	1.0000000	5.0000000
V96 SUPERVSR CONCERNED ABOUT ME AS A PERSON	389	2.8406170	1.3082985	1.0000000	5.0000000
V97 HAVE IDEAS HOW CAN DO A BETTER JOB	389	3.8251928	0.7767782	1.0000000	5.0000000
V98 MGT WILL NEGOTIATE ON FEW SPECIFIC ISSUES	388	3.6262887	0.9709100	1.0000000	5.0000000

Table B.1--continued

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Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	388	2.6597938	1.1802562	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	388	3.0283505	1.1554702	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	388	3.9355670	1.0459584	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	388	1.8698454	0.9653924	1.0000000	5.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	388	2.7319588	1.1835694	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	388	3.6469072	1.3005925	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	397	2.9622166	1.2415708	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	398	2.8266332	1.2981654	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	392	2.6275510	0.9041287	1.0000000	5.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	393	2.4605598	0.9710591	1.0000000	5.0000000
V109	UNION-FAIRER PROMOTION POLICIES	391	2.2634271	1.0049455	1.0000000	5.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISPED	391	2.4398977	0.9258919	1.0000000	5.0000000
RSN1	REASON-MORE RESPONSIBILITY	404	0.1608911	0.3678861	0	1.0000000
RSN2	REASON-BETTER PAY	404	0.7673267	0.4230596	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	404	0.2945545	0.4564074	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS	404	0.1608911	0.3678861	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	404	0.3539604	0.4787900	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	404	0.0346535	0.1831273	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	404	0.2202970	0.4149608	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKING HRS	404	0.0495050	0.2171888	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	404	0.5198020	0.5002272	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	404	0.0544554	0.2271955	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	404	0.0618812	0.2412384	0	1.0000000
RSN12	REASON-BETTER BENEFITS	404	0.1683168	0.3746113	0	1.0000000
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	395	2.6987342	1.3935578	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	394	2.4517766	1.3606462	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSILITY AND YOUR PAY	394	2.7690355	1.3115093	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	393	2.7162850	1.3539585	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	393	1.6692112	0.4710969	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	392	4.0114796	0.6826276	1.0000000	5.0000000
V120	IMPT-CHALLNGING WORK RESPONSIBILITIES	391	3.6943734	0.9096740	1.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	391	3.9872123	0.8637071	1.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	391	3.9130435	0.9296311	1.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	391	4.2020460	0.8901719	1.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	390	4.2615385	0.8801190	2.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	391	4.2327366	0.9920465	1.0000000	5.0000000
V126	IMPT-AMT OF JOB SECURITY	389	4.3059126	0.8772562	1.0000000	5.0000000
V127	IMPT-OBTAINNG PERMANENT POSITION	386	4.1839378	1.0063957	1.0000000	5.0000000
V152	HOW LONG WORKED IN DS?	389	3.5809769	0.7876286	1.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	379	1.8839050	0.3207622	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	47	1.7659574	0.4279763	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	12	3.1666667	1.8504709	1.0000000	6.0000000
V156	WHAT IS YOUR PAY CATEGORY	388	2.0309278	1.0008122	1.0000000	3.0000000
V157	WHAT IS YOUR PAY GRADE	385	6.7220779	1.9587294	2.0000000	12.0000000
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	389	3.1491003	0.8393545	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	389	3.8354756	0.4410345	2.0000000	5.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	387	4.0825840	1.4987019	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	387	3.7519380	0.9950474	2.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	386	4.2227979	1.1152303	1.0000000	5.0000000

Table B.1--continued

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Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	389	1.3753213	0.7618532	1.0000000	4.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	387	1.8475452	0.3599265	1.0000000	2.0000000
V168	AGE	385	2.8389610	1.2970475	1.0000000	6.0000000
V169	SEX	379	1.5356201	0.4993889	1.0000000	2.0000000
V170	RACE	376	1.9042553	0.4691928	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	351	1.9686610	0.1744810	1.0000000	2.0000000
V172	EDUCATION LEVEL	383	5.3733681	1.6654861	1.0000000	11.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	0
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	0
V175	IN FAVOR OF THE PACER SHARE DEMO	0
V228	NEED HELP WITH DECISION-RECEIVE HELP	390	3.3230769	1.0889635	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	390	3.2512821	1.0407808	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLDGE FROM CLASS	390	2.8307692	1.1659597	1.0000000	5.0000000
V231	OPPORTNITY TO PARTICIPATE-QUALITY CIRC	390	2.5076923	1.2162957	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	391	2.8081841	1.0701232	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	0
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	0
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	392	2.9744898	1.1835886	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	0
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	392	2.5714286	1.1642589	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHIP WITH PEERS	0
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	393	2.5674300	1.1001659	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	0
V241	BELIEVE MGT WANTS TO HEAR IDEAS	393	2.1450382	1.0699190	1.0000000	5.0000000
V242	NEW EMPLYEES-MGT WANTS PARTCIPTIVE TYPES	392	2.6403061	1.0490321	1.0000000	5.0000000
V243	STAFFNG FLEXIBILITY FOR SUPERVISRY JOBS	390	2.6794872	0.9999176	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	0
V301	HOW MUCH KNOWN ABOUT DLA?	375	2.9733333	0.6535247	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	298	2.8154362	0.9514281	1.0000000	5.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	297	2.7306397	1.0597858	1.0000000	5.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	295	2.9084746	0.8931501	1.0000000	5.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	297	2.7946128	0.8785572	1.0000000	5.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	295	2.7118644	0.8816120	1.0000000	5.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	293	3.0238908	0.8126415	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	291	2.9140893	0.8607379	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	290	2.6206897	0.9526431	1.0000000	5.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	288	2.9930556	0.7919150	1.0000000	5.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	291	2.8608247	0.7348784	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	287	2.7839721	0.9057051	1.0000000	5.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	289	2.9065744	0.8828566	1.0000000	5.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	289	2.8546713	0.8289388	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	288	2.7013889	0.8761641	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	287	2.9773519	1.0710801	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	0
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	0
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	0
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	0
V321	TI CHG: HOW WELL I LIKE WORKING HERE	0
V325	HOW MUCH KNOWN ABOUT THE RIF?	356	2.2612360	0.7509713	1.0000000	4.0000000

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Table B.1--continued

----- SITENAME=OC -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V326	WAS YOUR JOB AFFECTED BY THE RIF?	355	1.1774648	0.6802702	1.0000000	6.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	347	2.8703170	0.6341994	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	346	2.9075145	0.6020267	1.0000000	5.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	347	2.4121037	0.8802081	1.0000000	5.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	346	2.8005780	0.7824893	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	347	2.5129683	0.9165966	1.0000000	5.0000000

----- SITENAME=OO -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	359	3.7047354	1.1095094	1.0000000	5.0000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	361	2.1218837	1.0654122	1.0000000	5.0000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	360	3.2583333	0.9543552	1.0000000	5.0000000
V4	MY UNIT WORKS WELL TOGETHER	361	3.3268698	1.1222861	1.0000000	5.0000000
V5	EVERYONE IS INVOLVED IN A DECISION	361	2.3988920	1.1408568	1.0000000	5.0000000
V6	DIFFICULT TO MOTIVATE WITH MONEY REWRDS	360	3.6555556	1.1650539	1.0000000	5.0000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	353	3.5694051	1.0064417	1.0000000	5.0000000
V8	I AM SATISFIED WITH MY PAY	353	2.8229462	1.1359119	1.0000000	5.0000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	353	2.9121813	1.0284002	1.0000000	5.0000000
V10	WHAT HAPPENS IN DS IS IMPORTANT TO ME	353	3.8583569	0.8837514	1.0000000	5.0000000
V11	HAVE CONFIDENCE AND TRUST IN COWORKERS	352	3.2869318	1.0939094	1.0000000	5.0000000
V12	IT IS CLEAR HOW PAY DECISIONS ARE MADE	353	3.0623229	1.1389650	1.0000000	5.0000000
V13	CAN'T TRUST MGT IN THIS DIRECTORATE	353	3.7577904	1.0838970	1.0000000	5.0000000
V14	JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	353	3.3201133	1.1760237	1.0000000	5.0000000
V15	SUPRV ENCOURAGES PARTICIPATION IN DECIS	353	2.8342776	1.2125706	1.0000000	5.0000000
V16	NECESSARY TO HELP DS	353	3.3980170	1.0284706	1.0000000	5.0000000
V17	HAVE CONTROL IN SPENDING TIME WORKING	353	3.8172805	0.9689272	1.0000000	5.0000000
V18	COWORKERS ENCOURAGE EACH OTHER TO DO WELL	353	2.7677054	1.1090432	1.0000000	5.0000000
V19	SUPERVISOR HANDLES ADMINIST PARTS WELL	353	3.0821530	1.2975256	1.0000000	5.0000000
V20	SATISFIED WITH OPPORTUNITIES TO ADVANCE	353	1.8314448	1.0073888	1.0000000	5.0000000
V21	SUPERVISOR GIVES INFO ON HOW I PERFORM	348	2.8045977	1.2506052	1.0000000	5.0000000
V22	GET LESS PAY THAN SAME NON-GVT JOBS	348	3.1264368	1.0875730	1.0000000	5.0000000
V23	SUPERVISOR HAS STRONG TECHNICAL SKILLS	348	2.9942529	1.1834455	1.0000000	5.0000000
V24	PROMOTION DEPENDS ON PERFORMANCE	348	2.1724138	1.1602881	1.0000000	5.0000000
V25	NEW WAYS TO DO JOB LEADS TO GOOD PERFORM	348	3.5603448	1.0839845	1.0000000	5.0000000
V26	IF I COULD WOULD CHANGE JOBS IN DS	348	3.5833333	1.1470842	1.0000000	5.0000000
V27	WILL BE PROMOTED IF YOU PERFORM WELL	348	2.0862069	1.0620704	1.0000000	5.0000000
V28	SUPERVISOR DEMAND PEOPLE DO THEIR BEST	348	3.1609195	1.1040775	1.0000000	5.0000000
V29	PAY DETERMINED BY MY JOB PERFORMANCE	348	2.0114943	0.8820235	1.0000000	5.0000000
V30	GET SAME BENEFITS WORKING ELSEWHERE	348	2.6206897	1.0436180	1.0000000	5.0000000
V31	MY SUPERVISOR WORKS WELL WITH PEOPLE	348	3.2859195	1.2484007	1.0000000	5.0000000
V32	SATISFIED WITH JOB CLASSIF PROCEDURES	348	2.5890805	1.0245383	1.0000000	5.0000000
V33	JOB ALLOWS ME TO ACHIEVE SATISFACTION	348	3.1178161	1.1836659	1.0000000	5.0000000
V34	SUPERVISOR INTERESTED IN MY OPINION	348	3.0847701	1.2437154	1.0000000	5.0000000
V35	DS GIVES OK TRAINING TO DO JOB WELL	351	2.7777778	1.1888370	1.0000000	5.0000000
V36	IF DS SAVES MONEY WE SHARE SAVINGS	351	1.9173789	0.9570848	1.0000000	5.0000000

Table B.1--continued

SITENAME=OO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V37	BE DEMOTED/REMOVED IF PERFORM POORLY	351	2.4800570	1.0397258	1.0000000	5.0000000
V38	CONFLICT IN UNITS EFFECTS JOB DONE	351	3.4757835	1.0468240	1.0000000	5.0000000
V39	SUPERVISR INFORMED ON HOW WE FEEL	351	2.8803419	1.1476365	1.0000000	5.0000000
V40	MGT CONCERNED ABOUT ME AS A PERSON	351	2.1566952	1.0641989	1.0000000	5.0000000
V41	TELL COWORKERS IF NOT WORKING HARD	351	2.6894587	1.1528239	1.0000000	5.0000000
V42	NECESSRY TO MIN COSTS MAX PERFMCE	351	3.9658120	0.8169451	1.0000000	5.0000000
V43	WORK HARD GET GOOD JOB PERFORMANCE	351	3.5384615	1.2109392	1.0000000	5.0000000
V44	SUPPORT OTHER DIRECTORATES-MAINTEN	351	4.1282051	0.7391709	1.0000000	5.0000000
V45	LIKE THE WAY UNION HANDLES THINGS	351	2.7207977	0.9923107	1.0000000	5.0000000
V46	COORDIN WITH WORK UNITS IS GOOD IN DS	351	2.7606838	1.0280320	1.0000000	5.0000000
V47	HARD TO LEAVE JOB, EVEN IF WANTED TO	351	3.3817664	1.2948726	1.0000000	5.0000000
V48	PAY DIFFERENCES REFLECT TYPE OF JOB	351	2.5356125	1.0573617	1.0000000	5.0000000
V49	RESPONSIBLE HOW WELL WORK GETS DONE	355	4.1042254	0.7939454	1.0000000	5.0000000
V50	SUPERVISOR SETS CLEAR GOALS FOR ME	355	2.7915493	1.1747997	1.0000000	5.0000000
V51	GIVEN SIMPLER WORK IF DO JOB POORLY	354	2.6468927	1.1200738	1.0000000	5.0000000
V52	DS PEOPLE DO THINGS BEHIND ONES BACK	354	3.9745763	0.9882757	1.0000000	5.0000000
V53	HELP DS BY HELPING SECTION TO DO JOB	354	3.8389831	0.8512980	1.0000000	5.0000000
V54	IN GENERAL, LIKE WORKING HERE	354	3.5790960	1.0214211	1.0000000	5.0000000
V55	HAVE SAY ON HOW TO DO MY JOB	354	2.9293785	1.2034352	1.0000000	5.0000000
V56	TELL SUPRVSR HOW OTHERS CAN IMPROVE	354	2.9237288	1.0945923	1.0000000	5.0000000
V57	COWORKERS AFRAID TO EXPRESS REAL VIENS	354	3.3163842	1.1643488	1.0000000	5.0000000
V58	GENERALLY SATISFIED WITH JOB	354	3.3870056	1.0724205	1.0000000	5.0000000
V59	EMPLOYEES GET - PAY FOR - WORK	354	2.2062147	1.0319902	1.0000000	5.0000000
V60	WORK HARDER IF WILL GET MORE PAY	354	2.3757062	1.1177566	1.0000000	5.0000000
V61	RESPECT FROM PEERS BY WORKING HARD	354	3.2570621	1.1460084	1.0000000	5.0000000
V62	RESPONSBLE FOR HELPNG DS IMPROVE PERF	354	3.5720339	0.9791207	1.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	344	2.3866279	0.9530961	1.0000000	5.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	344	2.9912791	1.0676448	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	344	2.2906977	0.8240734	1.0000000	5.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	344	2.6904070	1.0134350	1.0000000	5.0000000
V67	EMPLOYEE USE GRIEVNCE AND APPEAL RIGHTS	344	3.0232558	0.9953448	1.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	344	3.2296512	1.0971173	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	344	3.7383721	1.0531827	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	344	3.1191860	1.0582363	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	343	3.1749271	1.0644500	1.0000000	5.0000000
V72	DS DOES WELL IF I DO JOB WELL	344	4.0697674	0.7046815	1.0000000	5.0000000
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	344	3.2994186	0.9870294	1.0000000	5.0000000
V74	SUPERVSR ENCOURAGE DEVELPNG WORK METHDS	344	3.1279070	1.1809618	1.0000000	5.0000000
V75	SUPERVSR HELPS ME SOLVE WORK PROBLEMS	344	3.2936047	1.1895389	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	344	3.1250000	1.1139521	1.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	348	3.5689655	0.9349827	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	348	2.9913793	1.0085715	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	348	1.8735632	0.7675643	1.0000000	5.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	348	4.1005747	0.7070658	1.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	349	2.9713467	1.1291761	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	348	1.8620690	0.7841722	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	348	3.0517241	1.2371169	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	347	3.8040346	1.0787950	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	348	2.8189655	1.3405608	1.0000000	5.0000000

Table B.1--continued

SITENAME=OO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V86	MY JOB IS CHALLENGING	348	3.1436782	1.1941453	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	348	2.9540230	0.9531751	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	347	2.7089337	1.1373866	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	347	3.6123919	1.0495206	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	347	3.5734870	1.0240971	1.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	337	3.1483680	1.1214648	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTICIPE IN TRAINNG PGMS	337	2.9302671	1.1554880	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	337	2.7151335	0.8567881	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	337	2.6958457	1.0843505	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKNG HARDER/BETTER	337	3.3531157	1.0951452	1.0000000	5.0000000
V96	SUPERVSR CONCERNED ABOUT ME AS A PERSON	337	2.9614243	1.2612571	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	337	3.6854599	0.8285435	1.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFIC ISSUES	337	3.5400593	0.8757806	1.0000000	5.0000000
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	337	2.9198813	1.1711268	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	337	3.2284866	1.0456920	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	337	3.6765579	0.9663148	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	337	2.0593472	0.9206834	1.0000000	5.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	337	2.9851632	1.1584650	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	337	3.5608309	1.3172425	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	355	2.7014085	1.1912455	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	355	3.1464789	1.2581745	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	353	2.7733711	0.7974920	1.0000000	5.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	353	2.6827195	0.8926222	1.0000000	5.0000000
V109	UNION-FAIRER PROMOTION POLICIES	353	2.3881020	0.9412124	1.0000000	5.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISFED	353	2.7308782	0.9004945	1.0000000	5.0000000
RSN1	REASON-MORE RESPONSIBILITY	361	0.2105263	0.4082483	0	1.0000000
RSN2	REASON-BETTER PAY	361	0.7451524	0.4363804	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	361	0.2742382	0.4467488	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS	361	0.1578947	0.3651484	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	361	0.4182825	0.4939617	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	361	0.0775623	0.2678529	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	361	0.1163435	0.3210814	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKNG HRS	361	0.0387812	0.1933410	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	361	0.5900277	0.4925109	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	361	0.0526316	0.2236068	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	361	0.0526316	0.2236068	0	1.0000000
RSN12	REASON-BETTER BENEFITS	361	0.1385042	0.3459078	0	1.0000000
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	353	2.9461756	1.3816753	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	353	2.6572238	1.2897367	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSILITY AND YOUR PAY	354	3.0296610	1.2739919	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	353	2.9390935	1.3313746	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	349	1.7564470	0.4298422	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	345	3.9956522	0.6564605	1.0000000	5.0000000
V120	IMPT-CHALLNGING WORK RESPONSIBILITIES	343	3.7580175	0.8700935	1.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	343	4.0408163	0.8471289	1.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	344	3.9520349	0.8372845	1.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	344	4.2732558	0.8644484	1.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	344	4.3459302	0.8534518	1.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	344	4.2180233	0.9936361	1.0000000	5.0000000

Table B.1--continued

-----SITENAME=00-----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V126	IMPT-AMT OF JOB SECURITY	344	4.3052326	0.8553563	1.0000000	5.0000000
V127	IMPT-OBTAINNG PERMANENT POSITION	342	4.1228070	1.0678480	1.0000000	5.0000000
V152	HOW LONG WORKED IN DS?	349	3.5415473	0.7517175	1.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	348	1.5862069	0.4932215	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	143	1.8321678	0.3750308	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	29	2.6206897	1.5904580	1.0000000	6.0000000
V156	WHAT IS YOUR PAY CATEGORY	353	2.0141643	1.0320561	1.0000000	5.0000000
V157	WHAT IS YOUR PAY GRADE	343	7.0787172	2.0554269	3.0000000	12.0000000
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	351	3.1253561	0.7864647	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	354	3.9096045	0.3153637	2.0000000	5.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	350	3.8085714	1.3543671	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	352	4.0000000	0.9183163	1.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	351	3.8575499	1.2748977	1.0000000	5.0000000
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	350	1.6657143	0.9453378	1.0000000	4.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	350	1.8828571	0.3220508	1.0000000	2.0000000
V168	AGE	347	2.7723343	1.1543013	1.0000000	6.0000000
V169	SEX	345	1.5304340	0.4997977	1.0000000	2.0000000
V170	RACE	343	2.0466472	0.3300436	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	330	1.9000000	0.3004556	1.0000000	2.0000000
V172	EDUCATION LEVEL	348	5.3275862	1.4786231	2.0000000	10.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	0
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	0
V175	IN FAVOR OF THE PACER SHARE DEMO	0
V228	NEED HELP WITH DECISION-RECEIVE HELP	344	3.4709302	1.0068415	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	344	3.4011628	0.9608056	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLDGE FROM CLASS	344	3.0639535	1.0561399	1.0000000	5.0000000
V231	OPPORTNITY TO PARTICIPATE-QUALITY CIRC	344	3.2819767	1.1269923	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	349	3.1776504	1.0128282	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	0
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	0
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	349	3.1805158	1.0526752	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	0
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	350	2.6685714	1.0911920	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHP WITH PEERS	0
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	350	2.8600000	1.0214603	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	0
V241	BELIEVE MGT WANTS TO HEAR IDEAS	349	2.3323782	1.0331351	1.0000000	5.0000000
V242	NEW EMPLYEES-MGT WANTS PARTCIPTIVE TYPES	349	2.7277937	1.0130476	1.0000000	5.0000000
V243	STAFFNG FLEXIBLITY FOR SUPERVISRY JOBS	348	2.7385057	0.9828560	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	0
V301	HOW MUCH KNOWN ABOUT DLA?	345	2.7159420	0.6606954	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	310	2.6193548	0.8905906	1.0000000	5.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	310	2.6338710	0.8198476	1.0000000	5.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	310	2.9096774	0.6670006	1.0000000	5.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	310	2.8516129	0.6711199	1.0000000	5.0000000
V306	DLA CHG: UNION/MANANGEMENT COOPERATION	310	2.7870968	0.6681578	1.0000000	5.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	306	3.0196078	0.6820470	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	306	2.8986928	0.6474654	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	305	2.6065574	0.8287333	1.0000000	5.0000000

Table B.1--continued

----- SITENAME=00 -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	306	2.9281046	0.7115402	1.0000000	5.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	306	2.8562092	0.6316079	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	305	2.7229508	0.7310851	1.0000000	5.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	306	2.8529412	0.8305289	1.0000000	5.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	306	2.7908497	0.7435281	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	305	2.8163934	0.7471834	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	305	2.9836066	0.9647028	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	339	2.9823009	0.5381697	1.0000000	5.0000000
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	339	2.5117994	0.8676514	1.0000000	5.0000000
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	339	2.8967552	0.6603443	1.0000000	5.0000000
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	339	2.6902655	0.7307244	1.0000000	5.0000000
V321	TI CHG: HOW WELL I LIKE WORKING HERE	339	2.7905605	0.7539439	1.0000000	5.0000000
V325	HOW MUCH KNOWN ABOUT THE RIF?	340	2.2617647	0.6906517	1.0000000	4.0000000
V326	WAS YOUR JOB AFFECTED BY THE RIF?	330	1.1393939	0.7008199	1.0000000	6.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	331	3.0090634	0.6395377	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	331	2.9788520	0.5847868	1.0000000	5.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	331	2.5362538	0.7978474	1.0000000	5.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	331	2.8398792	0.7794979	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	331	2.5528701	0.8630895	1.0000000	5.0000000

----- SITENAME-SA -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	370	3.8756757	1.0923249	1.0000000	5.0000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	370	2.2135135	1.1688510	1.0000000	5.0000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	370	3.2135135	1.0619464	1.0000000	5.0000000
V4	MY UNIT WORKS WELL TOGETHER	370	3.2243243	1.3049635	1.0000000	5.0000000
V5	EVERYONE IS INVOLVED IN A DECISION	370	2.5000000	1.1853898	1.0000000	5.0000000
V6	DIFFICULT TO MOTIVATE WITH MONEY RENRDS	368	3.3152174	1.2146189	1.0000000	5.0000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	361	3.3490305	1.0852831	1.0000000	5.0000000
V8	I AM SATISFIED WITH MY PAY	360	2.7583333	1.3034933	1.0000000	5.0000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	361	3.0166205	1.1593824	1.0000000	5.0000000
V10	WHAT HAPPENS IN DS IS IMPORTMNT TO ME	361	4.1301939	0.8512750	1.0000000	5.0000000
V11	HAVE CONFIDENCE AND TRUST IN COWORKERS	361	3.2077562	1.1683539	1.0000000	5.0000000
V12	IT IS CLEAR HOW PAY DECISIONS ARE MADE	361	3.0332410	1.1590239	1.0000000	5.0000000
V13	CAN'T TRUST MGT IN THIS DIRECTORATE	361	3.7008310	1.1945359	1.0000000	5.0000000
V14	JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	361	3.3019391	1.2338835	1.0000000	5.0000000
V15	SUPRV ENCOURAGES PARTICIPATION IN DECIS	361	2.7894737	1.2583057	1.0000000	5.0000000
V16	NECESSARY TO HELP DS	361	3.5844875	1.0615412	1.0000000	5.0000000
V17	HAVE CONTROL IN SPENDING TIME WORKNG	361	3.5041551	1.1858468	1.0000000	5.0000000
V18	COWRKRS ENCOURAGE EACH OTHER TO DO WELL	360	2.8416667	1.2104179	1.0000000	5.0000000
V19	SUPERVISOR HANDLES ADMINIST PARTS WELL	361	3.0526316	1.3291601	1.0000000	5.0000000
V20	SATISFIED WITH OPPORTUNITIES TO ADVANCE	361	2.0692521	1.1294894	1.0000000	5.0000000
V21	SUPERVISOR GIVES INFO ON HOW I PERFORM	364	2.8571429	1.3448928	1.0000000	5.0000000
V22	GET LESS PAY THAN SAME NON-GVT JOBS	364	3.0879121	1.1320364	1.0000000	5.0000000
V23	SUPERVSR HAS STRONG TECHNICAL SKILLS	364	2.8598901	1.2529353	1.0000000	5.0000000

Table b.1--continued

SITENAME-SA

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V24	PROMOTION DEPENDS ON PERFORMANCE	364	2.3063187	1.3048917	1.0000000	5.0000000
V25	NEW WAYS TO DO JOB LEADS TO GOOD PERPMC	364	3.7087912	1.1023789	1.0000000	5.0000000
V26	IF I COULD WOULD CHANGE JOBS IN DS	364	3.6950549	1.2027873	1.0000000	5.0000000
V27	WILL BE PROMOTED IF YOU PERFORM WELL	364	2.3873626	1.2178447	1.0000000	5.0000000
V28	SUPERVISR DEMAND PEOPLE DO THEIR BEST	364	3.4697802	1.1435140	1.0000000	5.0000000
V29	PAY DETERMINED BY MY JOB PERFORMANCE	364	2.2170330	1.0547732	1.0000000	5.0000000
V30	GET SAME BENEFITS WORKING ELSEWHERE	364	2.6593407	1.1081445	1.0000000	5.0000000
V31	MY SUPERVISOR WORKS WELL WITH PEOPLE	364	3.1565934	1.3090848	1.0000000	5.0000000
V32	SATISFIED WITH JOB CLASSIF PROCEDURES	363	2.6804408	1.1645443	1.0000000	5.0000000
V33	JOB ALLOWS ME TO ACHIEVE SATISFACTION	364	3.2390110	1.2017045	1.0000000	5.0000000
V34	SUPERVISOR INTERESTED IN MY OPINION	364	3.0357143	1.2797810	1.0000000	5.0000000
V35	DS GIVES OK TRAINING TO DO JOB WELL	370	2.8027027	1.2715325	1.0000000	5.0000000
V36	IF DS SAVES MONEY WE SHARE SAVINGS	370	2.192973	1.0827513	1.0000000	5.0000000
V37	BE DEMOTED/REMOVED IF PERFORM POORLY	370	3.0756757	1.1685595	1.0000000	5.0000000
V38	CONFLICT IN UNITS EFFECTS JOB DONE	370	3.6270270	1.0776489	1.0000000	5.0000000
V39	SUPERVISR INFORMED ON HOW WE FEEL	369	2.8509485	1.1827590	1.0000000	5.0000000
V40	HGT CONCERNED ABOUT ME AS A PERSON	370	2.3162162	1.1476413	1.0000000	5.0000000
V41	TELL COMORKERS IF NOT WORKING HARD	369	2.9918699	1.2124531	1.0000000	5.0000000
V42	NECESSRY TO MIN COSTS MAX PERPMC	370	3.9675676	0.9159987	1.0000000	5.0000000
V43	WORK HARD GET GOOD JOB PERFORMANCE	370	3.7135135	1.1798126	1.0000000	5.0000000
V44	SUPPORT OTHER DIRECTORATES-MAINTEN	370	4.1675676	0.8257555	1.0000000	5.0000000
V45	LIKE THE WAY UNION HANDLES THINGS	370	2.5094595	1.0646028	1.0000000	5.0000000
V46	COORDIN WITH WORK UNITS IS GOOD IN DS	370	2.8567568	1.1254726	1.0000000	5.0000000
V47	HARD TO LEAVE JOB, EVEN IF WANTED TO	369	3.4579946	1.2506508	1.0000000	5.0000000
V48	PAY DIFFERENCES REFLECT TYPE OF JOB	370	2.8594595	1.1694593	1.0000000	5.0000000
V49	RESPONSIBLE HOW WELL WORK GETS DONE	363	3.8595041	1.0845916	1.0000000	5.0000000
V50	SUPERVISOR SETS CLEAR GOALS FOR ME	363	2.7638402	1.1788847	1.0000000	5.0000000
V51	GIVEN SIMPLER WORK IF DO JOB POORLY	363	2.7355372	1.2243067	1.0000000	5.0000000
V52	DS PEOPLE DO THINGS BEHIND ONES BACK	363	3.8305785	1.1691601	1.0000000	5.0000000
V53	HELP DS BY HELPING SECTION TO DO JOB	363	4.0440771	0.7567281	1.0000000	5.0000000
V54	IN GENERAL, LIKE WORKING HERE	363	3.8443526	1.0156999	1.0000000	5.0000000
V55	HAVE SAY ON HOW TO DO MY JOB	362	2.9917127	1.2751353	1.0000000	5.0000000
V56	TELL SUPRVRSR HOW OTHERS CAN IMPROVE	360	3.1656667	1.1417623	1.0000000	5.0000000
V57	CONORKERS AFRAID TO EXPRESS REAL VIEWS	361	3.5678670	1.1433227	1.0000000	5.0000000
V58	GENERALLY SATISFIED WITH JOB	361	3.6288089	1.0517979	1.0000000	5.0000000
V59	EMPLOYEES GET = PAY FOR = WORK	361	2.1828255	1.1079680	1.0000000	5.0000000
V60	WORK HARDER IF WILL GET MORE PAY	360	2.7055556	1.2182330	1.0000000	5.0000000
V61	RESPECT FROM PEERS BY WORKING HARD	361	3.4903047	1.2295167	1.0000000	5.0000000
V62	RESPONSIBLE FOR HELPNG DS IMPROVE PERF	361	3.6094183	1.0539977	1.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	363	2.6749311	1.0843460	1.0000000	5.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	364	2.8351648	1.1085015	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	363	2.4848485	0.9870245	1.0000000	5.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	364	2.6758242	1.1278435	1.0000000	5.0000000
V67	EMPLOYEES USE GRIEVANCE AND APPEAL RIGHTS	364	3.0329670	1.1153875	1.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	364	3.1387363	1.1994533	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	364	3.8585165	1.1268861	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	365	3.2821918	1.1240799	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	365	3.2520548	1.1540790	1.0000000	5.0000000
V72	DS DOES WELL IF I DO JOB WELL	365	4.1780822	0.7973594	1.0000000	5.0000000

Table B.1--continued

SITENAME=SA

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	365	3.5945205	1.0297618	1.0000000	5.0000000
V74	SUPERVSR ENCOURAGE DEVELOPING WORK METHODS	365	3.1205479	1.2366828	1.0000000	5.0000000
V75	SUPERVSR HELPS ME SOLVE WORK PROBLEMS	364	3.1510989	1.2669670	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	365	2.9232877	1.1881420	1.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	362	3.4806630	1.0687770	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	362	3.4005525	1.0643036	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	362	2.1381215	0.9518810	1.0000000	5.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	362	4.1381215	0.7275617	1.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	362	2.9723757	1.1882665	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	362	2.1850829	1.0159387	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	362	3.1243094	1.2178339	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	362	3.6049724	1.1821749	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	362	2.5801105	1.2655425	1.0000000	5.0000000
V86	MY JOB IS CHALLENGING	362	3.2486188	1.2294001	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	360	2.9777778	1.0762338	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	362	2.9861878	1.1989503	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	362	3.8204420	1.0331469	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	362	3.9088398	0.9414901	1.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	363	3.3057851	1.2134807	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTICIPE IN TRAINING PGMS	363	2.9283747	1.3003800	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	363	2.6597796	0.9420103	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	363	2.6473829	1.1786135	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKING HARDER/BETTER	362	3.4267956	1.1558715	1.0000000	5.0000000
V96	SUPERVSR CONCERNED ABOUT ME AS A PERSON	363	2.9283747	1.2215127	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	363	3.8884290	0.7808683	1.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFIC ISSUES	362	3.6298343	0.9272689	1.0000000	5.0000000
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	363	3.0413223	1.2263004	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	363	3.3636364	1.0822526	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	363	3.5165289	1.0789303	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	363	2.2258953	1.1118108	1.0000000	5.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	363	2.9228650	1.2189120	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	362	3.0773481	1.4061935	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	368	2.8016304	1.2511782	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	369	3.4850949	1.2556048	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	366	2.7622951	0.9426277	1.0000000	5.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	365	2.6575342	1.0084693	1.0000000	5.0000000
V109	UNION-FAIRER PROMOTION POLICIES	365	2.3726027	1.0835002	1.0000000	5.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISFED	367	2.6457766	1.0080969	1.0000000	5.0000000
RSN1	REASON-MORE RESPONSIBILITY	370	0.2243243	0.4177014	0	1.0000000
RSN2	REASON-BETTER PAY	370	0.7405405	0.4389316	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	370	0.3513514	0.4780389	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS	370	0.1594595	0.3665997	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	370	0.3270270	0.4697625	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	370	0.0702703	0.2559481	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	370	0.1486486	0.3562235	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKING HRS	370	0.0243243	0.1542627	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	370	0.6108108	0.4882266	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	370	0.0270270	0.1623817	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	370	0.0297297	0.1700707	0	1.0000000

Table B.1--continued

----- SITENAME-SA -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
RSN12	REASON-BETTER BENEFITS	370	0.1513514	0.3588763	0	1.0000000
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	368	3.4266304	1.2955794	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	368	3.0733696	1.2987303	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSILITY AND YOUR PAY	367	3.3079019	1.2677236	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	366	3.1502732	1.3816161	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	367	1.6975477	0.4599471	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	363	4.1625344	0.7079081	1.0000000	5.0000000
V120	IMPT-CHALLNGING WORK RESPONSIBILITIES	363	3.9779614	0.8439314	1.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	363	4.1460055	0.8527850	1.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	363	4.2754821	0.8116074	1.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	363	4.3870523	0.8106153	1.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	363	4.3622590	0.9006028	1.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	363	4.4283747	0.8960283	1.0000000	5.0000000
V126	IMPT-AMT OF JOB SECURITY	363	4.4132231	0.8302242	1.0000000	5.0000000
V127	IMPT-OBTAINING PERMANENT POSITION	361	4.4362881	0.8507099	1.0000000	5.0000000
V152	HOW LONG WORKED IN DS?	363	3.3719008	0.9145741	1.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	354	1.8361582	0.3706559	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	57	1.7719298	0.4233178	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	16	2.7500000	1.7701224	1.0000000	6.0000000
V156	WHAT IS YOUR PAY CATEGORY	362	1.9309392	1.0141294	1.0000000	5.0000000
V157	WHAT IS YOUR PAY GRADE	361	6.4903047	2.0481808	2.0000000	12.0000000
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	362	2.9668508	0.8769157	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	363	3.6556474	0.5307035	2.0000000	5.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	361	3.6011080	1.5207450	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	360	3.6277778	1.1247064	1.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	358	3.9636872	1.3436519	1.0000000	5.0000000
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	360	1.4944444	0.9141245	1.0000000	4.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	361	1.8448753	0.3625259	1.0000000	2.0000000
V168	AGE	356	2.6882022	1.3219602	1.0000000	6.0000000
V169	SEX	355	1.3830986	0.4868282	1.0000000	2.0000000
V170	RACE	345	2.3072464	0.6038440	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	350	1.2771429	0.4482284	1.0000000	2.0000000
V172	EDUCATION LEVEL	359	5.5515320	1.5791914	1.0000000	10.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	0
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	0
V175	IN FAVOR OF THE PACER SHARE DEMO	0
V228	NEED HELP WITH DECISION-RECEIVE HELP	362	3.3729282	1.1271697	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	363	3.5399449	0.9636642	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLDGE FROM CLASS	363	3.0206612	1.1741872	1.0000000	5.0000000
V231	OPPORTUNITY TO PARTICIPATE-QUALITY CIRC	363	2.6887052	1.2391225	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	363	3.1377410	1.0862182	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	0
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	0
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	364	3.2197802	1.1528114	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	0
V237	SUPRVSR SHARES ORGNZATINAL PERFNCE DATA	364	2.7087912	1.1584304	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHIP WITH PEERS	0
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	364	2.7747253	1.1128197	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	0

Table B.1--continued

----- SITENAME=SA -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V241	BELIEVE MGT WANTS TO HEAR IDEAS	364	2.5192308	1.1604898	1.0000000	5.0000000
V242	NEW EMPLOYEES-MGT WANTS PARTICIPTIVE TYPES	364	2.9560440	1.0747499	1.0000000	5.0000000
V243	STAFFNG FLEXIBLITY FOR SUPERVISRY JOBS	362	2.8453039	1.0196640	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	0
V301	HOW MUCH KNOWN ABOUT DLA?	354	2.8121469	0.7541345	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	293	2.8600683	0.9313100	1.0000000	5.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	292	2.7020548	1.0001353	1.0000000	5.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	292	3.0924658	0.8744236	1.0000000	5.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	289	2.8823529	0.9052317	1.0000000	5.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	289	2.6124567	0.9101953	1.0000000	5.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	285	3.0456140	0.9238754	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	285	2.9473684	0.8354187	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	285	2.6140351	0.9849999	1.0000000	5.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	284	3.0950704	0.8944926	1.0000000	5.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	284	2.8169014	0.8029954	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	283	2.7385159	0.9352251	1.0000000	5.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	284	3.0492958	0.9755127	1.0000000	5.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	285	2.8596491	0.9123294	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	284	2.7218310	0.9530028	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	283	3.0282686	1.2430999	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	0
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	0
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	0
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	0
V321	TI CHG: HOW WELL I LIKE WORKING HERE	0
V325	HOW MUCH KNOWN ABOUT THE RIF?	344	2.2877907	0.7452644	1.0000000	4.0000000
V326	WAS YOUR JOB AFFECTED BY THE RIF?	328	1.2256098	0.7066847	1.0000000	6.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	328	3.0609756	0.8254004	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	328	2.9451220	0.7682782	1.0000000	5.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	326	2.5705521	0.8942161	1.0000000	5.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	328	3.0487805	0.9107236	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	327	2.6972477	1.0465068	1.0000000	5.0000000

----- SITENAME=SM -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	871	3.6693456	1.2114262	1.0000000	5.0000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	873	1.6712486	0.9078205	1.0000000	5.0000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	871	2.8404133	1.1228133	1.0000000	5.0000000
V4	MY UNIT WORKS WELL TOGETHER	873	3.2611684	1.2582086	1.0000000	5.0000000
V5	EVERYONE IS INVOLVED IN A DECISION	873	2.5945017	1.2333541	1.0000000	5.0000000
V6	DIFFICULT TO MOTIVATE WITH MONEY REWRDS	873	3.6231386	1.2684476	1.0000000	5.0000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	848	3.7547170	1.0370817	1.0000000	5.0000000
V8	I AM SATISFIED WITH MY PAY	849	2.5677267	1.2721415	1.0000000	5.0000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	847	2.5005903	1.1054078	1.0000000	5.0000000
V10	WHAT HAPPENS IN DS IS IMPORTMNT TO ME	849	3.7267373	1.0419294	1.0000000	5.0000000

Table B.1--continued

SITENAME-SM

Variable Label	N	Mean	Std Dev	Minimum	Maximum
V11 HAVE CONFIDENCE AND TRUST IN COWORKERS	849	3.1696113	1.1345642	1.0000000	5.0000000
V12 IT IS CLEAR HOW PAY DECISIONS ARE MADE	849	2.7067138	1.2266555	1.0000000	5.0000000
V13 CAN'T TRUST MGT IN THIS DIRECTORATE	849	3.9222615	1.0918163	1.0000000	5.0000000
V14 JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	849	3.0000000	1.2784498	1.0000000	5.0000000
V15 SUPRV ENCOURAGES PARTICIPATION IN DECIS	849	2.8109541	1.2584189	1.0000000	5.0000000
V16 NECESSARY TO HELP DS	849	3.3969376	1.0941698	1.0000000	5.0000000
V17 HAVE CONTROL IN SPENDING TIME WORKING	849	3.5241461	1.1470610	1.0000000	5.0000000
V18 COMRKNR ENCOURAGE EACH OTHER TO DO WELL	847	2.8134593	1.2109267	1.0000000	5.0000000
V19 SUPERVISOR HANDLES ADMINIST PARTS WELL	848	3.0636792	1.2702022	1.0000000	5.0000000
V20 SATISFIED WITH OPPORTUNITIES TO ADVANCE	849	1.9116608	1.0893863	1.0000000	5.0000000
V21 SUPERVISOR GIVES INFO ON HOW I PERFORM	827	2.5991536	1.2398592	1.0000000	5.0000000
V22 GET LESS PAY THAN SAME NON-GVT JOBS	827	3.6372430	1.0776021	1.0000000	5.0000000
V23 SUPERVISOR HAS STRONG TECHNICAL SKILLS	827	2.8288996	1.2103465	1.0000000	5.0000000
V24 PROMOTION DEPENDS ON PERFORMANCE	827	1.8355502	1.0130115	1.0000000	5.0000000
V25 NEW WAYS TO DO JOB LEADS TO GOOD PERPMC	826	3.4225182	1.1354034	1.0000000	5.0000000
V26 IF I COULD WOULD CHANGE JOBS IN DS	827	3.3155985	1.2166265	1.0000000	5.0000000
V27 WILL BE PROMOTED IF YOU PERFORM WELL	826	1.8002421	0.9471104	1.0000000	5.0000000
V28 SUPERVISOR DEMAND PEOPLE DO THEIR BEST	826	3.1313559	1.1785959	1.0000000	5.0000000
V29 PAY DETERMINED BY MY JOB PERFORMANCE	827	1.6469166	0.7677675	1.0000000	5.0000000
V30 GET SAME BENEFITS WORKING ELSEWHERE	825	3.0787879	1.0849135	1.0000000	5.0000000
V31 MY SUPERVISOR WORKS WELL WITH PEOPLE	827	3.0798065	1.2490833	1.0000000	5.0000000
V32 SATISFIED WITH JOB CLASSIF PROCEDURES	827	2.3361548	1.0961903	1.0000000	5.0000000
V33 JOB ALLOWS ME TO ACHIEVE SATISFACTION	827	2.9274486	1.2725672	1.0000000	5.0000000
V34 SUPERVISOR INTERESTED IN MY OPINION	827	2.9467956	1.2858228	1.0000000	5.0000000
V35 DS GIVES OK TRAINING TO DO JOB WELL	854	2.5755269	1.1638249	1.0000000	5.0000000
V36 IF DS SAVES MONEY WE SHARE SAVINGS	853	3.3048066	1.1062935	1.0000000	5.0000000
V37 BE DEMOTED/REMOVED IF PERFORM POORLY	854	2.3957845	1.1043051	1.0000000	5.0000000
V38 CONFLICT IN UNITS EFFECTS JOB DONE	854	3.6639344	0.9723910	1.0000000	5.0000000
V39 SUPERVISOR INFORMED ON HOW WE FEEL	854	2.7552693	1.1324124	1.0000000	5.0000000
V40 MGT CONCERNED ABOUT ME AS A PERSON	854	2.0562061	1.0560506	1.0000000	5.0000000
V41 TELL COWORKERS IF NOT WORKING HARD	854	2.7663934	1.1482417	1.0000000	5.0000000
V42 NECESSRY TO MIN COSTS MAX PERPMC	854	3.9531616	0.9072629	1.0000000	5.0000000
V43 WORK HARD GET GOOD JOB PERFORMANCE	854	3.4379391	1.1822301	1.0000000	5.0000000
V44 SUPPORT OTHER DIRECTORATES-MAINTEN	854	4.0679157	0.7882943	1.0000000	5.0000000
V45 LIKE THE WAY UNION HANDLES THINGS	854	2.1346604	0.9932445	1.0000000	5.0000000
V46 COORDIN WITH WORK UNITS IS GOOD IN DS	853	2.5791325	1.0844118	1.0000000	5.0000000
V47 HARD TO LEAVE JOB, EVEN IF WANTED TO	853	3.2033998	1.2517406	1.0000000	5.0000000
V48 PAY DIFFERENCES REFLECT TYPE OF JOB	852	2.3016432	1.1062676	1.0000000	5.0000000
V49 RESPONSIBLE HOW WELL WORK GETS DONE	856	3.7961449	1.0189303	1.0000000	5.0000000
V50 SUPERVISOR SETS CLEAR GOALS FOR ME	856	2.6647196	1.1641700	1.0000000	5.0000000
V51 GIVEN SIMPLER WORK IF DO JOB POORLY	857	2.6231039	1.1826543	1.0000000	5.0000000
V52 DS PEOPLE DO THINGS BEHIND ONES BACK	856	4.0081776	0.9388070	1.0000000	5.0000000
V53 HELP DS BY HELPING SECTION TO DO JOB	857	3.7887981	0.8878545	1.0000000	5.0000000
V54 IN GENERAL, LIKE WORKING HERE	857	3.4819137	1.0797465	1.0000000	5.0000000
V55 HAVE SAY ON HOW TO DO MY JOB	857	2.8996499	1.2694146	1.0000000	5.0000000
V56 TELL SUPRVSR HOW OTHERS CAN IMPROVE	856	2.8481308	1.1083189	1.0000000	5.0000000
V57 COWORKERS AFRAID TO EXPRESS REAL VIEWS	857	3.3628938	1.1939000	1.0000000	5.0000000
V58 GENERALLY SATISFIED WITH JOB	857	3.2917153	1.1112589	1.0000000	5.0000000
V59 EMPLOYEES GET - PAY FOR - WORK	856	1.9147196	0.9725920	1.0000000	5.0000000

Table B.1--continued

SITENAME=SM

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V60	WORK HARDER IF WILL GET MORE PAY	856	2.1495327	1.0721677	1.0000000	5.0000000
V61	RESPECT FROM PEERS BY WORKING HARD	856	2.9193925	1.2664996	1.0000000	5.0000000
V62	RESPONSBLE FOR HELPNG DS IMPROVE PERF	857	3.4352392	1.0898082	1.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	853	2.1682298	0.9971256	1.0000000	5.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	853	3.4372802	1.1015858	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	852	2.3638498	0.8986250	1.0000000	5.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	852	2.3802817	1.0231106	1.0000000	5.0000000
V67	EMPLOYEEES USE GRIEVNCE AND APPEAL RIGHTS	852	2.9377934	1.0674674	1.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	852	3.1326291	1.1317514	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	853	3.4964830	1.1907250	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	852	2.6936620	1.1528567	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	852	2.6537559	1.1588610	1.0000000	5.0000000
V72	DS DOES WELL IF I DO JOB WELL	852	3.8650235	0.8722634	1.0000000	5.0000000
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	852	3.2183099	1.0427943	1.0000000	5.0000000
V74	SUPERVSR ENCOURAGE DEVELOPING WORK METHODS	852	2.8591549	1.1830663	1.0000000	5.0000000
V75	SUPERVSR HELPS ME SOLVE WORK PROBLEMS	852	3.0117371	1.2234886	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	850	2.9323529	1.1553941	1.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	856	3.3422897	1.0894009	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	854	2.7646370	1.0858204	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	857	1.9439907	0.9520094	1.0000000	5.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	855	3.9906433	0.8240566	1.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	857	2.6213536	1.2143896	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	856	1.7686916	0.8585320	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	856	3.2429907	1.2088649	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	855	3.9975608	1.0435456	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	854	3.0058548	1.2897698	1.0000000	5.0000000
V86	MY JOB IS CHALLENGING	856	2.9783879	1.2353706	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	856	2.7102804	1.1281354	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	857	2.5157526	1.1671303	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	856	3.4427570	1.1035271	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	857	3.4445741	1.1240870	1.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	845	2.9449704	1.1822598	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTICIPE IN TRAINNG PGMS	843	2.7906287	1.2190569	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	841	2.5172414	1.0408330	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	842	2.8729216	1.1991885	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKNG HARDER/BETTER	844	3.2345972	1.1544692	1.0000000	5.0000000
V96	SUPERVSR CONCERNED ABOUT ME AS A PERSON	843	2.8529063	1.2481627	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	843	3.6820878	0.8489196	1.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFIC ISSUES	843	3.6298932	0.9750612	1.0000000	5.0000000
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	844	2.4828199	1.1242506	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	845	3.1349112	1.0833838	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	844	3.6860190	1.0977141	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	843	2.0486358	0.9958381	1.0000000	5.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	842	2.8931116	1.1837083	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	844	3.1706161	1.3627093	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	867	2.8581315	1.2268880	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	868	2.8957373	1.2984838	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	861	2.2926829	0.9875645	1.0000000	5.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	859	2.2625146	0.9941865	1.0000000	5.0000000

Table B.1--continued

----- SITENAME=SM -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V109	UNION-FAIRER PROMOTION POLICIES	858	2.0116550	0.9828657	1.0000000	5.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISFED	859	2.1996508	0.9947472	1.0000000	5.0000000
RSN1	REASON-MORE RESPONSIBILITY	873	0.1855670	0.3889797	0	1.0000000
RSN2	REASON-BETTER PAY	873	0.7537228	0.4310889	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	873	0.3184422	0.4661391	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS	873	0.1294387	0.3358773	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	873	0.3528064	0.4781170	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	873	0.0458190	0.2092123	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	873	0.1466208	0.3539303	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKING HRS	873	0.0423826	0.2015759	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	873	0.5463918	0.4981285	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	873	0.0378007	0.1908232	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	873	0.0687285	0.2531369	0	1.0000000
RSN12	REASON-BETTER BENEFITS	873	0.2336770	0.4234116	0	1.0000000
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	860	2.7197674	1.4651417	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	860	2.6348837	1.3698285	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSILITY AND YOUR PAY	859	2.7194412	1.3890117	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	858	2.7400932	1.4326745	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	852	1.7312207	0.4435853	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	847	3.9958678	0.7221877	1.0000000	5.0000000
V120	IMPT-CHALLNGING WORK RESPONSIBILITIES	847	3.6859504	0.9555504	1.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	848	3.8714623	0.9651479	1.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	848	3.8295991	1.0196575	1.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	848	4.0589623	0.9797549	1.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	847	4.2243211	0.9561169	1.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	848	4.0943396	1.1178771	1.0000000	5.0000000
V126	IMPT-AMT OF JOB SECURITY	847	4.2314050	0.9581334	1.0000000	5.0000000
V127	IMPT-OBTAINNG PERMANENT POSITION	841	3.9982164	1.2479733	1.0000000	5.0000000
V152	HOW LONG WORKED IN DS?	849	3.7196702	0.6287918	1.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	840	1.3035714	0.4600737	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	588	1.8129252	0.3903036	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	126	3.2936508	1.4089284	1.0000000	6.0000000
V156	WHAT IS YOUR PAY CATEGORY	0
V157	WHAT IS YOUR PAY GRADE	0
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	843	2.7461447	0.9684298	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	846	4.0248227	0.5678556	1.0000000	6.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	847	3.1511216	1.6252501	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	855	4.0269006	0.9801193	1.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	851	3.9212691	1.3238647	1.0000000	5.0000000
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	849	1.4676090	0.8777647	1.0000000	4.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	848	1.7382075	0.4398697	1.0000000	2.0000000
V168	AGE	824	3.1492718	1.1875414	1.0000000	6.0000000
V169	SEX	833	1.3901561	0.4880782	1.0000000	2.0000000
V170	RACE	811	2.0320592	0.6036580	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	726	1.8691460	0.3374731	1.0000000	2.0000000
V172	EDUCATION LEVEL	836	5.9629187	1.6297571	1.0000000	11.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	850	3.1411765	1.1419090	1.0000000	5.0000000
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	850	3.2694118	1.0924868	1.0000000	5.0000000
V175	IN FAVOR OF THE PACER SHARE DEMO	847	2.8347107	1.2409767	1.0000000	5.0000000

Table B.1--continued

		SITENAME=SM				
Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V228	NEED HELP WITH DECISION-RECEIVE HELP	848	3.2323113	1.1193451	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	844	3.1155213	1.0902276	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLGE FROM CLASS	846	2.6453901	1.1376385	1.0000000	5.0000000
V231	OPPORTNITY TO PARTICIPATE-QUALITY CIRC	847	3.7308146	0.9605860	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	854	3.2412178	1.1011606	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	854	3.1492974	1.1742722	1.0000000	5.0000000
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	853	2.7033998	1.1708310	1.0000000	5.0000000
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	852	2.7546948	1.1284856	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	852	3.5457746	1.0438195	1.0000000	5.0000000
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	854	2.7201405	1.1550966	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHP WITH PEERS	854	2.8278689	1.1477572	1.0000000	5.0000000
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	854	2.9063232	1.1150184	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	855	2.7730994	1.1624397	1.0000000	5.0000000
V241	BELIEVE MGT WANTS TO HEAR IDEAS	855	2.3695906	1.1272697	1.0000000	5.0000000
V242	NEW EMPLOYEE-MGT WANTS PARTCIPTIVE TYPES	854	2.7271663	0.9825140	1.0000000	5.0000000
V243	STAFFNG FLEXIBILITY FOR SUPERVISRY JOBS	853	2.6658851	0.9880609	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	840	4.0321429	2.3400264	1.0000000	11.0000000
V301	HOW MUCH KNOWN ABOUT DLA?	840	2.8023810	0.5916535	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	757	2.7199472	0.8672684	1.0000000	5.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	754	2.6419098	0.9343068	1.0000000	5.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	754	2.9217507	0.7664818	1.0000000	5.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	756	2.7281746	0.8302157	1.0000000	5.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	751	2.5672437	0.8281338	1.0000000	5.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	742	2.8975741	0.7846500	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	742	2.8867925	0.7622066	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	741	2.4790823	0.8829663	1.0000000	5.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	743	2.8694482	0.7893637	1.0000000	5.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	737	2.7639077	0.7287944	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	740	2.6202703	0.8753858	1.0000000	5.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	741	2.8259109	0.8212075	1.0000000	5.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	738	2.6653117	0.8353876	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	743	2.5767160	0.8348275	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	739	2.8146143	0.9847084	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	808	2.9207921	0.5620492	1.0000000	5.0000000
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	813	2.6070111	0.7589288	1.0000000	5.0000000
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	811	2.8810111	0.6302729	1.0000000	5.0000000
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	811	2.6905055	0.7414674	1.0000000	5.0000000
V321	TI CHG: HOW WELL I LIKE WORKING HERE	813	2.8806888	0.7048624	1.0000000	5.0000000
V325	HOW MUCH KNOWN ABOUT THE RIF?	826	2.6368039	0.7282533	1.0000000	4.0000000
V326	WAS YOUR JOB AFFECTED BY THE RIF?	741	1.1659919	0.6999836	1.0000000	6.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	740	2.9263514	0.6510491	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	742	2.8625337	0.6277205	1.0000000	5.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	740	2.5189189	0.8115665	1.0000000	5.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	742	2.8679245	0.7018931	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	742	2.6118598	0.8314140	1.0000000	5.0000000

Table B.1--continued

SITENAME-WR

Variable Label	N	Mean	Std Dev	Minimum	Maximum
V1 KNOW WHETHER OR NOT MY WORK IS SATISFACT	307	3.9185668	1.0113153	1.0000000	5.0000000
V2 PAY INCREASES DEPENDS ON HOW YOU PERFORM	307	1.8599349	1.0305421	1.0000000	5.0000000
V3 UNION/MGT ARE HOSTILE TO EACH OTHER	307	3.1563518	1.0423940	1.0000000	5.0000000
V4 MY UNIT WORKS WELL TOGETHER	307	3.3029316	1.1558707	1.0000000	5.0000000
V5 EVERYONE IS INVOLVED IN A DECISION	307	2.4462541	1.1769341	1.0000000	5.0000000
V6 DIFFICULT TO MOTIVATE WITH MONEY REWRDS	307	3.3680782	1.2733905	1.0000000	5.0000000
V7 EMPLOYEES LOSE WHEN CHANGES IN DS	305	3.5245902	1.0913318	1.0000000	5.0000000
V8 I AM SATISFIED WITH MY PAY	305	2.4885246	1.2330560	1.0000000	5.0000000
V9 HIGH PERFORMERS TEND TO STAY WITH DS	303	2.9075908	1.1442522	1.0000000	5.0000000
V10 WHAT HAPPENS IN DS IS IMPORTRNT TO ME	305	3.9672131	0.8654025	1.0000000	5.0000000
V11 HAVE CONFIDENCE AND TRUST IN COWORKERS	305	3.0590164	1.1569835	1.0000000	5.0000000
V12 IT IS CLEAR HOW PAY DECISIONS ARE MADE	305	2.9213115	1.2222061	1.0000000	5.0000000
V13 CAN'T TRUST MGT IN THIS DIRECTORATE	304	3.8125000	1.1262140	1.0000000	5.0000000
V14 JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	305	3.4229508	1.1303809	1.0000000	5.0000000
V15 SUPRV ENCOURAGES PARTICIPATION IN DECIS	304	2.8585526	1.1701989	1.0000000	5.0000000
V16 NECESSARY TO HELP DS	305	3.3803279	1.0321827	1.0000000	5.0000000
V17 HAVE CONTROL IN SPENDING TIME WORKING	305	3.4000000	1.1601951	1.0000000	5.0000000
V18 COWRKS ENCOURAGE EACH OTHER TO DO WELL	305	2.8721311	1.1556684	1.0000000	5.0000000
V19 SUPERVISOR HANDLES ADMINIST PARTS WELL	305	3.4065574	1.2161021	1.0000000	5.0000000
V20 SATISFIED WITH OPPORTUNITIES TO ADVANCE	305	2.0000000	1.1297415	1.0000000	5.0000000
V21 SUPERVISOR GIVES INFO ON HOW I PERFORM	305	3.1114754	1.2115261	1.0000000	5.0000000
V22 GET LESS PAY THAN SAME NON-GVT JOBS	305	3.3180328	1.0823811	1.0000000	5.0000000
V23 SUPERVISOR HAS STRONG TECHNICAL SKILLS	304	2.8881579	1.0963446	1.0000000	5.0000000
V24 PROMOTION DEPENDS ON PERFORMANCE	305	1.8590164	0.9782801	1.0000000	5.0000000
V25 NEW WAYS TO DO JOB LEADS TO GOOD PERFCM	305	3.4131148	1.1412533	1.0000000	5.0000000
V26 IF I COULD WOULD CHANGE JOBS IN DS	305	3.6327869	1.1368124	1.0000000	5.0000000
V27 WILL BE PROMOTED IF YOU PERFORM WELL	305	1.9770492	1.0176717	1.0000000	5.0000000
V28 SUPERVISR DEMAND PEOPLE DO THEIR BEST	305	3.4327869	1.0369365	1.0000000	5.0000000
V29 PAY DETERMINED BY MY JOB PERFORMANCE	305	1.8360656	0.8187830	1.0000000	5.0000000
V30 GET SAME BENEFITS WORKING ELSEWHERE	305	2.8196721	1.1018554	1.0000000	5.0000000
V31 MY SUPERVISOR WORKS WELL WITH PEOPLE	305	3.4491803	1.1774503	1.0000000	5.0000000
V32 SATISFIED WITH JOB CLASSIF PROCEDURES	305	2.5016393	1.1416879	1.0000000	5.0000000
V33 JOB ALLOWS ME TO ACHIEVE SATISFACTION	305	2.9475410	1.2101009	1.0000000	5.0000000
V34 SUPERVISOR INTERESTED IN MY OPINION	305	3.2229508	1.1568437	1.0000000	5.0000000
V35 DS GIVES OK TRAINING TO DO JOB WELL	306	2.9607843	1.11783977	1.0000000	5.0000000
V36 IF DS SAVES MONEY WE SHARE SAVINGS	306	2.0065359	0.9817798	1.0000000	5.0000000
V37 BE DEMOTED/REMOVED IF PERFORM POORLY	306	2.8398693	1.1353530	1.0000000	5.0000000
V38 CONFLICT IN UNITS EFFECTS JOB DONE	306	3.5294118	0.9721285	1.0000000	5.0000000
V39 SUPERVISR INFORMED ON HOW WE FEEL	306	3.0555556	1.0682536	1.0000000	5.0000000
V40 MGT CONCERNED ABOUT ME AS A PERSON	305	2.0836066	1.0197362	1.0000000	5.0000000
V41 TELL COWORKERS IF NOT WORKING HARD	306	2.7352941	1.0857630	1.0000000	5.0000000
V42 NECESSARY TO MIN COSTS MAX PEREFCE	304	3.9144737	0.9042918	1.0000000	5.0000000
V43 WORK HARD GET GOOD JOB PERFORMANCE	305	3.2393443	1.3022348	1.0000000	5.0000000
V44 SUPPORT OTHER DIRECTORATES-MAINTEN	305	4.2229508	0.6304743	1.0000000	5.0000000
V45 LIKE THE WAY UNION HANDLES THINGS	305	2.6065574	0.9541924	1.0000000	5.0000000
V46 COORDIN WITH WORK UNITS IS GOOD IN DS	305	2.7573770	1.0292529	1.0000000	5.0000000
V47 HARD TO LEAVE JOB, EVEN IF WANTED TO	305	3.2710492	1.2191446	1.0000000	5.0000000
V48 PAY DIFFERENCES REFLECT TYPE OF JOB	304	2.7039474	1.1100431	1.0000000	5.0000000
V49 RESPONSIBLE HOW WELL WORK GETS DONE	302	3.8543046	0.8995928	1.0000000	5.0000000

Table B.1--continued

----- SITENAME=WR -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V50	SUPERVISOR SETS CLEAR GOALS FOR ME	303	3.1089109	1.1326081	1.0000000	5.0000000
V51	GIVEN SIMPLER WORK IF DO JOB POORLY	303	2.4455446	1.0466779	1.0000000	5.0000000
V52	DS PEOPLE DO THINGS BEHIND ONES BACK	302	4.1771523	0.9502095	1.0000000	5.0000000
V53	HELP DS BY HELPING SECTION TO DO JOB	303	3.9438944	0.7503778	1.0000000	5.0000000
V54	IN GENERAL, LIKE WORKING HERE	303	3.4620462	1.1498827	1.0000000	5.0000000
V55	HAVE SAY ON HOW TO DO MY JOB	302	2.8807947	1.2438668	1.0000000	5.0000000
V56	TELL SUPRVSR HOW OTHERS CAN IMPROVE	303	2.8415842	1.0771498	1.0000000	5.0000000
V57	COMORKERS AFRAID TO EXPRESS REAL VIEWS	304	3.4703947	1.1991933	1.0000000	5.0000000
V58	GENERALLY SATISFIED WITH JOB	304	3.2763158	1.1210401	1.0000000	5.0000000
V59	EMPLOYEES GET - PAY FOR - WORK	304	2.0953947	0.9921034	1.0000000	5.0000000
V60	WORK HARDER IF WILL GET MORE PAY	304	2.3157895	1.1485163	1.0000000	5.0000000
V61	RESPECT FROM PEERS BY WORKING HARD	304	2.9934211	1.2159377	1.0000000	5.0000000
V62	RESPONSBLE FOR HELPNG DS IMPROVE PERF	304	3.5723684	0.9890621	1.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	303	2.5643564	1.0864839	1.0000000	5.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	302	2.9668874	1.1319417	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	303	2.4092409	0.9193543	1.0000000	5.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	303	2.5676568	1.0709330	1.0000000	5.0000000
V67	EMPLOYEES USE GRIEVNCE AND APPEAL RIGHTS	303	3.0033003	1.0373755	1.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	303	3.1287129	1.0887446	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	303	3.6666667	1.1058743	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	302	2.8940397	1.1185677	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	302	3.1854305	1.1289249	1.0000000	5.0000000
V72	DS DOES WELL IF I DO JOB WELL	302	4.1059603	0.6883204	1.0000000	5.0000000
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	302	3.3907285	0.9643031	1.0000000	5.0000000
V74	SUPERVSR ENCOURAGE DEVELOPING WORK METHODS	302	3.1721854	1.0921745	1.0000000	5.0000000
V75	SUPERVSR HELPS ME SOLVE WORK PROBLEMS	302	3.4735099	1.0427540	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	302	3.1225166	1.0821212	1.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	304	3.4276316	0.9551111	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	304	3.0592105	1.0482332	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	304	1.8618421	0.8128452	1.0000000	5.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	304	4.0559211	0.6846968	1.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	304	2.5888158	1.1541316	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	304	1.7960526	0.7821340	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	304	3.1480263	1.2109768	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	303	3.8960396	1.0811069	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	303	2.7491749	1.3133765	1.0000000	5.0000000
V86	MY JOB IS CHALLENGING	304	3.0789474	1.2106585	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	304	2.7467105	1.0801184	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	304	2.8421053	1.1610014	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	304	3.7894737	0.9272663	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	304	3.6644737	1.0805455	1.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	300	3.1833333	1.1751562	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTICIPE IN TRAINNG PGMS	300	3.0533333	1.2063747	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	299	2.6287625	0.8509620	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	300	2.7933333	1.1783820	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKNG HARDER/BETTER	300	3.3300000	1.1218863	1.0000000	5.0000000
V96	SUPERVSR CONCERNED ABOUT ME AS A PERSON	300	3.1800000	1.2051728	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	300	3.7600000	0.7944624	1.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFC ISSUES	300	3.6400000	0.8402898	1.0000000	5.0000000

Table B.1--Continued

SITENAME=WR

Variable Label	N	Mean	Std Dev	Minimum	Maximum
V99 BETTER JOB SECURITY IF PERFORM VERY WELL	300	2.7600000	1.1748764	1.0000000	5.0000000
V100 ALL IN ALL, SATISFIED WITH MY WORK UNIT	300	3.2000000	1.0600000	1.0000000	5.0000000
V101 SMALL OPORNTUNITY TO INFLUENCE WHAT HAPPENS	300	3.8433333	0.9670779	1.0000000	5.0000000
V102 COMPETITION FOR JOBS IS FAIR + OPEN	300	1.9166667	0.9305601	1.0000000	5.0000000
V103 SATISFIED WITH THE AMT OF JOB SECURITY	300	3.0000000	1.1033546	1.0000000	5.0000000
V104 PREFER NO ANNUAL PERFORMANCE APPRAISAL	300	3.5033333	1.3124012	1.0000000	5.0000000
V105 IN NEXT YEAR WILL LOOK FOR NEW JOB	305	2.8262295	1.2244630	1.0000000	5.0000000
V106 HARD WORK WILL GET RECOGNIZED	305	2.9180328	1.2682235	1.0000000	5.0000000
V107 UNION-MORE MEANINGFUL WORK FOR MEMBERS	301	2.7691030	0.8508871	1.0000000	5.0000000
V108 UNION-FAIRER JOB CLASSIFICATIONS	301	2.6279070	0.9631988	1.0000000	5.0000000
V109 UNION-FAIRER PROMOTION POLICIES	301	2.2840532	1.0197442	1.0000000	5.0000000
V110 UNION AND NON-WAGE ISSUES-HOW SATISFED	300	2.6283333	0.9357435	1.0000000	5.0000000
RSN1 REASON-MORE RESPONSIBILITY	307	0.1335505	0.3407241	0	1.0000000
RSN2 REASON-BETTER PAY	307	0.8306189	0.3757006	0	1.0000000
RSN3 REASON-MORE JOB SECURITY	307	0.2703583	0.448700	0	1.0000000
RSN4 REASON-BETTER SUPERVISORS	307	0.0944625	0.2929486	0	1.0000000
RSN5 REASON-MORE INTERESTING WORK	307	0.2996743	0.4588632	0	1.0000000
RSN6 REASON-MORE IMPORTANT PROGRAM	307	0.0325733	0.1778068	0	1.0000000
RSN7 REASON-BETTER WORKING CONDITIONS	307	0.2312704	0.4223333	0	1.0000000
RSN8 REASON-MORE CONVENIENT WRKING HRS	307	0.0749186	0.2638897	0	1.0000000
RSN9 REASON-BETTER PROMOTION OPPORTUNITIES	307	0.6286645	0.4839508	0	1.0000000
RSN10 REASON-MORE CONGENIAL COLLEAGUES	307	0.0162866	0.1267823	0	1.0000000
RSN11 REASON-BETTER GEOGRAPHICAL LOCATION	307	0.0260586	0.1595698	0	1.0000000
RSN12 REASON-BETTER BENEFITS	307	0.2149837	0.4114818	0	1.0000000
V114 IMPT QUALITY OF YOUR WORK AND YOUR PAY	304	2.9473684	1.4455553	1.0000000	5.0000000
V115 IMPT QUALITY OF WORK UNIT AND YOUR PAY	305	2.7475410	1.3973196	1.0000000	5.0000000
V116 IMPT AMT OF RESPONSIBILITY AND YOUR PAY	305	2.9114754	1.3186539	1.0000000	5.0000000
V117 IMPT LENGTH OF SERVICE AND YOUR PAY	305	2.8163934	1.4506328	1.0000000	5.0000000
V118 WILLING TO SERVE ON UNION/MGT COMMITT	305	1.7147541	0.4522735	1.0000000	2.0000000
V119 RATE AMT OF WORK EFFORT ON YOUR JOB	302	4.2052980	0.6502530	1.0000000	5.0000000
V120 IMPT-CHALLENGING WORK RESPONSIBILITIES	302	3.7417219	0.8776560	1.0000000	5.0000000
V121 IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	302	4.0562914	0.8627451	1.0000000	5.0000000
V122 IMPT-CHANCE TO LEARN NEW THINGS	302	4.0231788	0.8870380	1.0000000	5.0000000
V123 IMPT-FEELING OF ACCOMPLISHMENT ON JOB	302	4.2019868	0.8867403	1.0000000	5.0000000
V124 IMPT-RETIREMENT BENEFITS	302	4.4304636	0.8233304	1.0000000	5.0000000
V125 IMPT-CHANCES FOR PROMOTION	302	4.4172185	0.8654123	1.0000000	5.0000000
V126 IMPT-AMT OF JOB SECURITY	302	4.3625828	0.8694658	1.0000000	5.0000000
V127 IMPT-OBTAINING PERMANENT POSITION	300	4.2500000	1.0698826	1.0000000	5.0000000
V152 HOW LONG WORKED IN DS?	298	3.5838926	0.7618927	2.0000000	4.0000000
V153 EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	292	1.7465753	0.4357187	1.0000000	2.0000000
V154 IN QUALITY CIRCLE NOW?	75	1.6133333	0.4902656	1.0000000	2.0000000
V155 HOW LONG BEEN IN THIS QUALITY CIRCLE?	30	3.0333333	1.4499306	1.0000000	6.0000000
V156 WHAT IS YOUR PAY CATEGORY	298	1.9261745	1.0123411	1.0000000	5.0000000
V157 WHAT IS YOUR PAY GRADE	298	6.7114094	2.2392137	2.0000000	12.0000000
V158 HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	298	3.1744966	0.8467131	1.0000000	4.0000000
V159 TYPE OF APPOINTMENT SERVING UNDER	298	3.8087248	1.4267855	2.0000000	5.0000000
V160 HOW LONG WORKED WITH IMMEDIATE SUPR?	299	3.7926421	1.4690816	1.0000000	5.0000000
V161 HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	299	4.0000000	1.0960576	2.0000000	6.0000000
V162 YEARS WORKED IN PRIVATE SECTOR	295	3.8474576	1.3925648	1.0000000	5.0000000

Table B.1--continued

SITENAME=WR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	294	1.3197279	0.7434482	1.0000000	4.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	297	1.8148148	0.3891033	1.0000000	2.0000000
V168	AGE	298	2.8959732	1.2523045	1.0000000	6.0000000
V169	SEX	294	1.5782313	0.4946840	1.0000000	2.0000000
V170	RACE	292	1.6780822	0.5168625	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	253	1.9525692	0.2129799	1.0000000	2.0000000
V172	EDUCATION LEVEL	292	5.2294521	1.5791018	1.0000000	11.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	0
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	0
V175	IN FAVOR OF THE PACER SHARE DEMO	0
V228	NEED HELP WITH DECISION-RECEIVE HELP	302	3.6357616	0.9609204	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	302	3.4072848	0.9830862	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLGE FROM CLASS	301	2.8903654	1.1066196	1.0000000	5.0000000
V231	OPPORTUNITY TO PARTICIPATE-QUALITY CIRC	301	3.1727575	1.2124584	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	302	3.1589404	1.0633909	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	0
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	0
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	302	3.0596026	1.1396321	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	0
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	302	2.7019868	1.0677682	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHIP WITH PEERS	0
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	302	2.7483444	1.0452776	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	0
V241	BELIEVE MGT WANTS TO HEAR IDEAS	302	2.2417219	1.0137826	1.0000000	5.0000000
V242	NEW EMPLOYEES-MGT WANTS PARTCIPTIVE TYPES	301	2.9501661	1.0428367	1.0000000	5.0000000
V243	STAFFNG FLEXIBILITY FOR SUPERVISRY JOBS	302	2.8509934	0.9299282	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	0
V301	HOW MUCH KNOWN ABOUT DLA?	291	2.8436426	0.6422905	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	253	2.6521739	0.9158899	1.0000000	5.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	252	2.5357143	0.9710523	1.0000000	5.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	253	2.8932806	0.8685844	1.0000000	5.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	253	2.7154150	0.8249817	1.0000000	5.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	250	2.6800000	0.8026062	1.0000000	5.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	250	2.9560000	0.8128387	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	250	2.9200000	0.7667802	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	250	2.5320000	0.9362061	1.0000000	5.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	251	2.9223108	0.8455414	1.0000000	5.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	249	2.7389558	0.7296490	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	250	2.6000000	0.9006914	1.0000000	5.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	250	2.7060000	0.9645129	1.0000000	5.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	250	2.7000000	0.7617882	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	248	2.3911290	0.9460347	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	247	3.0465587	1.0739233	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	0
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	0
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	0
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	0
V321	TI CHG: HOW WELL I LIKE WORKING HERE	0
V325	HOW MUCH KNOWN ABOUT THE RIF?	277	2.5595668	0.7329392	1.0000000	4.0000000

Table B.1--continued

SITENAME=WR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V326	WAS YOUR JOB AFFECTED BY THE RIP?	263	1.0798479	0.4338853	1.0000000	6.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	264	2.9393939	0.7824848	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	263	2.9201521	0.7239712	1.0000000	5.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	265	2.4528302	0.8783170	1.0000000	5.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	265	2.8245283	0.8920749	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	265	2.6641509	0.9477034	1.0000000	5.0000000

Table B.2
 MEANS FOR ALL VARIABLES
 SUPERVISORS
 SITENAME=OC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	134	3.7761194	0.9470317	1.0000000	5.0000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	134	2.3208955	1.1477388	1.0000000	5.0000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	134	3.2388060	1.0911752	1.0000000	5.0000000
V4	MY UNIT WORKS WELL TOGETHER	134	3.7537313	1.0368526	1.0000000	5.0000000
V5	EVERYONE IS INVOLVED IN A DECISION	134	2.8880597	1.2118491	1.0000000	5.0000000
V6	DIFFICULT TO MOTIVATE WITH MONEY REMRDS	134	3.7985075	1.0461519	1.0000000	5.0000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	130	2.9923077	1.1513131	1.0000000	5.0000000
V8	I AM SATISFIED WITH MY PAY	130	3.1000000	1.1868139	1.0000000	5.0000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	130	2.8307692	1.0427934	1.0000000	5.0000000
V10	WHAT HAPPENS IN DS IS IMPORTMT TO ME	130	4.1615385	0.7450493	1.0000000	5.0000000
V11	HAVE CONFIDENCE AND TRUST IN COWORKERS	130	3.5384615	1.0127394	1.0000000	5.0000000
V12	IT IS CLEAR HOW PAY DECISIONS ARE MADE	130	3.3538462	1.0916280	1.0000000	5.0000000
V13	CAN'T TRUST MGT IN THIS DIRECTORATE	130	3.5230769	1.0359087	1.0000000	5.0000000
V14	JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	130	3.4846154	1.0942741	1.0000000	5.0000000
V15	SUPRV ENCOURAGES PARTICIPATION IN DECIS	130	3.2307692	1.1649830	1.0000000	5.0000000
V16	NECESSARY TO HELP DS	130	3.8153846	0.9216148	1.0000000	5.0000000
V17	HAVE CONTROL IN SPENDING TIME WORKING	130	3.7230769	0.9151218	1.0000000	5.0000000
V18	COWRKR ENCOURAGE EACH OTHER TO DO WELL	129	3.0697674	1.0397269	1.0000000	5.0000000
V19	SUPERVISOR HANDLES ADMINIST PARTS WELL	129	3.4263566	1.1023781	1.0000000	5.0000000
V20	SATISFIED WITH OPPORTUNITIES TO ADVANCE	129	2.4961240	1.2445132	1.0000000	5.0000000
V21	SUPERVISOR GIVES INFO ON HOW I PERFORM	130	3.0307692	1.1475519	1.0000000	5.0000000
V22	GET LESS PAY THAN SAME NON-GVT JOBS	131	3.5648855	1.0531947	1.0000000	5.0000000
V23	SUPERVISOR HAS STRONG TECHNICAL SKILLS	131	3.2748092	1.1235482	1.0000000	5.0000000
V24	PROMOTION DEPENDS ON PERFORMANCE	131	2.7039237	1.1928540	1.0000000	5.0000000
V25	NEW WAYS TO DO JOB LEADS TO GOOD PEREMC	131	3.6106870	0.9811494	1.0000000	5.0000000
V26	IF I COULD WOULD CHANGE JOBS IN DS	131	3.4503817	1.1846047	1.0000000	5.0000000
V27	WILL BE PROMOTED IF YOU PERFORM WELL	131	2.3740458	1.0978011	1.0000000	5.0000000
V28	SUPERVISR DEMAND PEOPLE DO THEIR BEST	131	3.5648855	0.9930469	1.0000000	5.0000000
V29	PAY DETERMINED BY MY JOB PERFORMANCE	131	2.0687023	0.9297712	1.0000000	5.0000000
V30	GET SAME BENEFITS WORKING ELSEWHERE	131	2.9312977	1.1037756	1.0000000	5.0000000
V31	MY SUPERVISOR WORKS WELL WITH PEOPLE	131	3.2290076	1.1201984	1.0000000	5.0000000
V32	SATISFIED WITH JOB CLASSIF PROCEDURES	131	2.6717557	1.1532079	1.0000000	5.0000000
V33	JOB ALLOWS ME TO ACHIEVE SATISFACTION	131	3.2977099	1.1812292	1.0000000	5.0000000
V34	SUPERVISOR INTERESTED IN MY OPINION	131	3.1908397	1.1576801	1.0000000	5.0000000
V35	DS GIVES OK TRAINING TO DO JOB WELL	130	3.0384615	1.1773301	1.0000000	5.0000000
V36	IF DS SAVES MONEY WE SHARE SAVINGS	130	1.9115385	0.9074741	1.0000000	4.0000000
V37	BE DEMOTED/REMOVED IF PERFORM POORLY	130	3.1384615	1.1049841	1.0000000	5.0000000
V38	CONFLICT IN UNITS EFFECTS JOB DONE	130	3.6000000	1.0536022	1.0000000	5.0000000
V39	SUPERVISR INFORMED ON HOW WE FEEL	130	3.1692308	1.0278182	1.0000000	5.0000000
V40	MGT CONCERNED ABOUT ME AS A PERSON	130	2.5461538	1.1554491	1.0000000	5.0000000
V41	TELL COWORKERS IF NOT WORKING HARD	130	3.5153846	0.9419970	1.0000000	5.0000000
V42	NECESSARY TO MIN COSTS MAX PERFMCE	130	4.0923077	0.8016084	1.0000000	5.0000000
V43	WORK HARD GET GOOD JOB PERFORMANCE	130	3.4153846	1.1194401	1.0000000	5.0000000
V44	SUPPORT OTHER DIRECTORATES-MAINTEN	130	4.2692308	0.5677162	2.0000000	5.0000000
V45	LIKE THE WAY UNION HANDLES THINGS	130	2.3307692	0.9676028	1.0000000	4.0000000
V46	COORDIN WITH WORK UNITS IS GOOD IN DS	130	2.7923077	1.1792532	1.0000000	5.0000000
V47	HARD TO LEAVE JOB, EVEN IF WANTED TO	129	3.5658915	1.0957657	1.0000000	5.0000000
V48	PAY DIFFERENCES REFLECT TYPE OF JOB	130	2.7769231	1.1829891	1.0000000	5.0000000
V49	RESPONSIBLE HOW WELL WORK GETS DONE	129	3.7906977	0.9895897	1.0000000	5.0000000

Table B.2--continued

SITENAME=OC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V50	SUPERVISOR SETS CLEAR GOALS FOR ME	129	3.1007752	1.1308526	1.0000000	5.0000000
V51	GIVEN SIMPLER WORK IF DO JOB POORLY	129	2.4496124	0.9996971	1.0000000	5.0000000
V52	DS PEOPLE DO THINGS BEHIND ONES BACK	129	3.6666667	1.0777098	1.0000000	5.0000000
V53	HELP DS BY HELPING SECTION TO DO JOB	129	4.1705426	0.6388959	2.0000000	5.0000000
V54	IN GENERAL, LIKE WORKING HERE	129	3.7984496	0.8783849	1.0000000	5.0000000
V55	HAVE SAY ON HOW TO DO MY JOB	129	3.4651163	1.1113513	1.0000000	5.0000000
V56	TELL SUPRVSR HOW OTHERS CAN IMPROVE	129	3.2480620	1.0827555	1.0000000	5.0000000
V57	COWORKERS AFRAID TO EXPRESS REAL VIEWS	129	3.0697674	1.2131187	1.0000000	5.0000000
V58	GENERALLY SATISFIED WITH JOB	129	3.5658915	0.9669941	1.0000000	5.0000000
V59	EMPLOYEES GET - PAY FOR = WORK	129	2.4263566	1.2104699	1.0000000	5.0000000
V60	WORK HARDER IF WILL GET MORE PAY	128	2.3046875	1.0689584	1.0000000	4.0000000
V61	RESPECT FROM PEERS BY WORKING HARD	129	3.4341085	1.1648830	1.0000000	5.0000000
V62	RESPONSIBLE FOR HELPNG DS IMPROVE PERF	129	3.9534884	0.7691357	1.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	132	2.1287879	0.7247564	1.0000000	4.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	131	3.0152672	1.0376359	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	132	2.4924242	0.9768012	1.0000000	5.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	132	3.3636364	1.1542998	1.0000000	5.0000000
V67	EMPLYEES USE GRIEVNCE AND APPEAL RIGHTS	132	3.7727273	0.8342928	1.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	132	3.3484848	1.0187917	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	132	3.6818182	0.9754090	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	132	2.9696970	1.0259190	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	132	3.1969697	1.1354079	1.0000000	5.0000000
V72	DS DOES WELL IF I DO JOB WELL	132	4.0681818	0.7636112	2.0000000	5.0000000
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	132	3.7272727	0.9003045	1.0000000	5.0000000
V74	SUPERVSR ENCOURAGE DEVELPNG WORK METHDS	132	3.4166667	1.0560019	1.0000000	5.0000000
V75	SUPERVSR HELPS ME SOLVE WORK PROBLEMS	132	3.4772727	1.0223899	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	132	3.4924242	1.0447704	1.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	132	3.5227273	0.9920748	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	132	3.0757576	1.2208195	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	132	2.0681818	0.8488266	1.0000000	5.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	132	4.2651515	0.5643323	2.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	132	3.2045455	1.0894262	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	132	1.9469697	0.7845298	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	132	3.4772727	1.1014627	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	132	3.1439394	1.1599722	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	132	2.6666667	1.2701305	1.0000000	5.0000000
V86	MY JOB IS CHALLENGING	132	3.8181818	0.9476220	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	132	2.7727273	1.1092320	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	132	2.7803030	1.2126206	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	132	3.4015152	1.0761810	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	132	3.8257576	0.9610444	1.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	133	3.5864662	0.9465073	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTICIPE IN TRAINNG PGMS	132	3.0606061	1.0754554	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	133	2.5639098	0.9719816	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	133	3.2932331	1.1063313	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKNG HARDER/BETTER	133	3.4661654	1.0627927	1.0000000	5.0000000
V96	SUPERVSR CONCERNED ABOUT ME AS A PERSON	133	3.0902256	1.0763198	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	133	3.8646617	0.6127676	2.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFC ISSUES	133	3.3609023	0.9640378	1.0000000	5.0000000

Table B.2--continued

-----SITENAME=OC-----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	133	2.8421053	1.1667236	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	133	3.5639098	0.9240342	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	133	3.4436090	1.1442447	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	133	2.4962406	1.0914548	1.0000000	5.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	133	3.3684211	1.0693646	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	133	4.1428571	1.1556374	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	132	2.5530303	1.1345672	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	131	3.1984733	1.0913636	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	130	2.5076923	0.8826155	1.0000000	4.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	130	2.4576923	0.9524237	1.0000000	4.0000000
V109	UNION-FAIRER PROMOTION POLICIES	129	2.3604651	0.9457486	1.0000000	4.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISFED	129	2.4651163	0.9358027	1.0000000	5.0000000
RSN1	REASON-MORE RESPONSIBILITY	134	0.1492537	0.3576755	0	1.0000000
RSN2	REASON-BETTER PAY	134	0.7611940	0.4279538	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	134	0.2686567	0.4449242	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS	134	0.2238806	0.4184071	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	134	0.2910448	0.4559486	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	134	0.0895522	0.2866106	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	134	0.1492537	0.3576755	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKING HRS	134	0.1119403	0.3164761	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	134	0.4776119	0.5013728	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	134	0.0671642	0.2512454	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	134	0.0597015	0.2378220	0	1.0000000
RSN12	REASON-BETTER BENEFITS	134	0.1940299	0.3969359	0	1.0000000
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	132	2.9696970	1.2955555	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	132	3.0075758	1.3563321	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSILITY AND YOUR PAY	132	3.2500000	1.3443407	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	132	2.6439394	1.3655107	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	131	1.6564885	0.4767033	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	131	4.2099237	0.6413753	1.0000000	5.0000000
V120	IMPT-CHALLNGING WORK RESPONSIBILITIES	131	3.9007634	0.8119773	1.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	131	4.2290076	0.7996623	1.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	131	4.0992366	0.7928038	1.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	131	4.3664122	0.8152971	1.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	130	4.3153846	0.9566950	1.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	131	3.8702290	1.1052111	1.0000000	5.0000000
V126	IMPT-AMT OF JOB SECURITY	131	4.2137405	0.9030515	1.0000000	5.0000000
V127	IMPT-OBTAINNG PERMANENT POSITION	130	4.0692308	1.1288223	1.0000000	5.0000000
V128	TAKES TOO LONG TO GET DECISIONS MADE	134	3.4402985	1.0726343	1.0000000	5.0000000
V129	MY PAY BASED PARTLY ON WORKERS I SUPER	134	2.5820896	1.1124619	1.0000000	5.0000000
V130	FEWER EMPLOYEES IN WORK I SUPERVISE	134	2.4850746	1.1680913	1.0000000	5.0000000
V131	STAFFING FLEXIBLTY TO MEET WORK LOAD	134	2.7462687	1.1351299	1.0000000	5.0000000
V132	AUTHORITY TO HIRE PEOPLE WHEN NEEDED	134	2.1641791	1.1117556	1.0000000	5.0000000
V133	MGT SUPPORTS SUPERV PERSONNEL DECISI	134	3.0820896	1.1441154	1.0000000	5.0000000
V134	IN DS JOBS ARE CLASSIFIED FAIRLY	134	2.6268657	1.1149810	1.0000000	5.0000000
V135	NEED PERSONNEL APPRAISAL TO MANAGE EMP	134	2.3059701	1.1387080	1.0000000	5.0000000
V136	CRITERIA TO GRADE SUPERVISORS IS FAIR	134	2.7089552	1.1024554	1.0000000	5.0000000
V137	PERSONNEL HELPS ME PERFORM EFFECTIVELY	134	2.9701493	1.1301760	1.0000000	5.0000000
V138	MY PAY BASED ON \$ AND GRADE OF PEOPLE	134	3.7761194	0.9782737	1.0000000	5.0000000

Table B.2--continued

----- SITENAME=OC -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V139	TOO LONG TO PROCESS PAPERWORK FOR HIREES	134	3.9701493	0.9882033	1.0000000	5.0000000
V140	SUPERVRSR COOPERATE TOGETHER FOR DS GOAL	134	3.0820896	1.2508554	1.0000000	5.0000000
V141	HAVE AUTHORITY TO DETERMINE EMPLOYEE PAY	133	1.9398496	0.9025167	1.0000000	4.0000000
V142	SUPERISORS RECOGNIZED FOR HELPING EMPLOY	133	2.6541353	1.1680410	1.0000000	5.0000000
V143	LINE MGT WITH VALUABLE SUPPORT SERVICES	133	2.9924812	1.0408056	1.0000000	5.0000000
V144	MY SUPERVSR WORK CAN BE DONE-LESS MID-S	133	2.7969925	1.0993069	1.0000000	5.0000000
V145	DEVOTE TOO MUCH TIME TO POSITION CLASSP	132	2.4924242	0.8780288	1.0000000	5.0000000
V146	HAVE ENOUGH AUTHORITY TO PROMOTE PEOPLE	133	2.4436090	1.1768830	1.0000000	5.0000000
V147	CAN HELP PEOPLE I SUPERVISE IMPROVE	133	3.2556391	1.0916636	1.0000000	5.0000000
V148	CAN INFLUENCE CLASSIFICATION DECISIONS	133	2.3045113	1.0221683	1.0000000	4.0000000
V149	MANAGING LIMITED BY UNNECESSARY RULES	133	3.6766917	1.0265334	1.0000000	5.0000000
V150	CAN REMOVE PEOPLE WHO PERFORM POORLY	133	2.7368421	1.2726418	1.0000000	5.0000000
V152	HOW LONG WORKED IN DS?	133	3.8571429	0.5792217	1.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	131	1.7786260	0.4167655	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	29	1.8965517	0.3099340	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	3	3.0000000	1.7320508	1.0000000	4.0000000
V156	WHAT IS YOUR PAY CATEGORY	128	3.0703125	1.9448442	1.0000000	5.0000000
V157	WHAT IS YOUR PAY GRADE	127	9.1574803	2.4378796	4.0000000	15.0000000
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	132	3.2651515	0.7082917	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	130	3.9076923	0.5049546	1.0000000	5.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	131	4.5496183	1.1649611	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	133	4.5413534	0.9004315	2.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	133	4.1654135	1.0672852	1.0000000	5.0000000
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	133	1.2556391	0.6925374	1.0000000	4.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	130	1.9846154	0.1235530	1.0000000	2.0000000
V168	AGE	127	3.2598425	1.1070668	1.0000000	6.0000000
V169	SEX	127	1.2913386	0.4561787	1.0000000	2.0000000
V170	RACE	127	1.9055118	0.4260015	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	118	1.9830508	0.1296314	1.0000000	2.0000000
V172	EDUCATION LEVEL	129	5.8527132	1.7988745	1.0000000	10.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	0
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	0
V175	IN FAVOR OF THE PACER SHARE DEMO	0
V228	NEED HELP WITH DECISION-RECEIVE HELP	132	3.5606061	0.9749345	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	132	3.5378788	1.0219373	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLDGE FROM CLASS	132	3.1212121	1.1053672	1.0000000	5.0000000
V231	OPPORTNITY TO PARTICIPATE-QUALITY CIRC	132	3.3257576	1.1424910	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	128	3.3750000	0.9960552	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	0
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	0
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	129	2.8992248	1.0296007	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	0
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	129	3.4031008	1.0194927	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHP WITH PEERS	0
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	129	3.2635659	1.0644789	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	0
V241	BELIEVE MGT WANTS TO HEAR IDEAS	129	2.8914729	1.2005227	1.0000000	5.0000000
V242	NEW EMPLOYEE-MGT WANTS PARTICIPIVE TYPES	129	3.0581395	0.9795325	1.0000000	5.0000000
V243	STAFFNG FLEXIBILITY FOR SUPERVISRY JOBS	129	2.8372093	1.0664683	1.0000000	5.0000000

Table B.2--continued

SITENAME=OC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V267	DS BACKS ME WHEN I MAKE A DECISION	133	3.1203008	1.1080805	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	0
V301	HOW MUCH KNOWN ABOUT DLA?	132	2.5757576	0.7002858	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	121	2.4214876	0.9895459	1.0000000	4.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	120	2.5416667	0.8589209	1.0000000	5.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	120	2.7500000	0.9005134	1.0000000	5.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	121	2.6363636	0.8266398	1.0000000	4.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	121	2.6446281	0.7512157	1.0000000	4.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	122	2.9836066	0.8129490	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	122	2.9098361	0.7385948	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	122	2.5983607	0.9059932	1.0000000	5.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	121	2.7851240	0.8485931	1.0000000	5.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	122	2.8852459	0.6192067	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	122	2.6967213	0.8119902	1.0000000	5.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	122	2.7540984	0.9119181	1.0000000	5.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	122	2.7950820	0.6795541	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	122	2.5573770	0.8033934	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	121	2.9917355	1.0287198	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	0
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	0
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	0
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	0
V321	TI CHG: HOW WELL I LIKE WORKING HERE	0
V325	HOW MUCH KNOWN ABOUT THE RIF?	132	2.0757576	0.7477316	1.0000000	4.0000000
V326	WAS YOUR JOB AFFECTED BY THE RIF?	125	1.1600000	0.5593775	1.0000000	4.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	125	2.9200000	0.5622535	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	124	2.9959677	0.4706680	1.0000000	5.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	125	2.4880000	0.8483000	1.0000000	5.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	125	2.8000000	0.7295602	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	125	2.7680000	0.8243864	1.0000000	5.0000000

SITENAME=OO

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	104	3.5192308	1.0046568	1.0000000	5.0000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	104	2.5288462	1.3068656	1.0000000	5.0000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	104	3.2692308	1.0449209	1.0000000	5.0000000
V4	MY UNIT WORKS WELL TOGETHER	104	3.7884615	0.9102766	1.0000000	5.0000000
V5	EVERYONE IS INVOLVED IN A DECISION	104	2.8557692	1.0920567	1.0000000	5.0000000
V6	DIFFICULT TO MOTIVATE WITH MONEY REWRDS	104	3.9615385	0.9646477	1.0000000	5.0000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	99	3.0707071	1.1361637	1.0000000	5.0000000
V8	I AM SATISFIED WITH MY PAY	99	2.8282828	1.1609321	1.0000000	5.0000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	99	2.6767677	1.0084164	1.0000000	5.0000000
V10	WHAT HAPPENS IN DS IS IMPORTMNT TO ME	99	4.0404040	0.7814063	2.0000000	5.0000000
V11	HAVE CONFIDENCE AND TRUST IN COWORKERS	99	3.6464646	0.9182185	1.0000000	5.0000000
V12	IT IS CLEAR HOW PAY DECISIONS ARE MADE	99	3.1010101	1.1202674	1.0000000	5.0000000

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Table B.2--continued

SITENAME=OO

Variable Label	N	Mean	Std Dev	Minimum	Maximum
V13 CAN'T TRUST MGT IN THIS DIRECTORATE	99	3.5252525	1.1188864	1.0000000	5.0000000
V14 JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	99	3.4747475	1.0136158	1.0000000	5.0000000
V15 SUPRV ENCOURAGES PARTICIPATION IN DECIS	99	3.3131313	1.1749639	1.0000000	5.0000000
V16 NECESSARY TO HELP DS	99	3.6565657	0.9600342	1.0000000	5.0000000
V17 HAVE CONTROL IN SPENDING TIME WORKING	99	3.6969697	0.9524892	1.0000000	5.0000000
V18 COMRKS ENCOURAGE EACH OTHER TO DO WELL	99	3.1414141	1.0880623	1.0000000	5.0000000
V19 SUPERVISOR HANDLES ADMINIST PARTS WELL	99	3.4747475	1.1723292	1.0000000	5.0000000
V20 SATISFIED WITH OPPORTUNITIES TO ADVANCE	99	2.2525253	1.1188864	1.0000000	5.0000000
V21 SUPERVISOR GIVES INFO ON HOW I PERFORM	100	2.9200000	1.1162708	1.0000000	5.0000000
V22 GET LESS PAY THAN SAME NON-GVT JOBS	100	3.5000000	1.0365054	1.0000000	5.0000000
V23 SUPERVISOR HAS STRONG TECHNICAL SKILLS	100	3.2500000	1.2007994	1.0000000	5.0000000
V24 PROMOTION DEPENDS ON PERFORMANCE	100	2.6200000	1.2125605	1.0000000	5.0000000
V25 NEW WAYS TO DO JOB LEADS TO GOOD PERFC	100	3.7400000	0.8601151	1.0000000	5.0000000
V26 IF I COULD WOULD CHANGE JOBS IN DS	100	3.5300000	1.1673591	1.0000000	5.0000000
V27 WILL BE PROMOTED IF YOU PERFORM WELL	100	2.3800000	0.9927006	1.0000000	4.0000000
V28 SUPERVISR DEMAND PEOPLE DO THEIR BEST	100	3.5800000	0.9658826	1.0000000	5.0000000
V29 PAY DETERMINED BY MY JOB PERFORMANCE	100	2.0100000	0.8586459	1.0000000	4.0000000
V30 GET SAME BENEFITS WORKING ELSEWHERE	100	2.7900000	0.9979271	1.0000000	5.0000000
V31 MY SUPERVISOR WORKS WELL WITH PEOPLE	100	3.3300000	1.1375590	1.0000000	5.0000000
V32 SATISFIED WITH JOB CLASSIF PROCEDURES	100	2.6400000	1.0300534	1.0000000	5.0000000
V33 JOB ALLOWS ME TO ACHIEVE SATISFACTION	100	3.3000000	1.0298573	1.0000000	5.0000000
V34 SUPERVISOR INTERESTED IN MY OPINION	100	3.3300000	1.1375590	1.0000000	5.0000000
V35 DS GIVES OK TRAINING TO DO JOB WELL	102	3.1372549	1.0612462	1.0000000	5.0000000
V36 IF DS SAVES MONEY WE SHARE SAVINGS	102	1.9215686	0.8406301	1.0000000	5.0000000
V37 BE DEMOTED/REMOVED IF PERFORM POORLY	102	2.9019608	1.0855468	1.0000000	5.0000000
V38 CONFLICT IN UNITS EFFECTS JOB DONE	102	3.4901961	1.0785496	1.0000000	5.0000000
V39 SUPERVISR INFORMED ON HOW WE FEEL	102	3.1764706	1.0846523	1.0000000	5.0000000
V40 MGT CONCERNED ABOUT ME AS A PERSON	102	2.7352941	1.1251092	1.0000000	5.0000000
V41 TELL COMWORKERS IF NOT WORKING HARD	102	3.3823529	1.0248798	1.0000000	5.0000000
V42 NECESSRY TO MIN COSTS MAX PERFC	102	4.2156863	0.6840105	1.0000000	5.0000000
V43 WORK HARD GET GOOD JOB PERFORMANCE	102	3.6274510	0.9741365	1.0000000	5.0000000
V44 SUPPORT OTHER DIRECTORATES-MAINTEN	102	4.2058824	0.5859449	2.0000000	5.0000000
V45 LIKE THE WAY UNION HANDLES THINGS	102	2.1764706	0.9586683	1.0000000	5.0000000
V46 COORDIN WITH WORK UNITS IS GOOD IN DS	102	2.7843137	1.0589314	1.0000000	5.0000000
V47 HARD TO LEAVE JOB, EVEN IF WANTED TO	102	3.6078431	1.0545222	1.0000000	5.0000000
V48 PAY DIFFERENCES REFLECT TYPE OF JOB	102	2.5784314	1.1555829	1.0000000	5.0000000
V49 RESPONSIBLE HOW WELL WORK GETS DONE	100	4.0000000	0.7521014	1.0000000	5.0000000
V50 SUPERVISOR SETS CLEAR GOALS FOR ME	100	3.0700000	1.0000000	1.0000000	5.0000000
V51 GIVEN SIMPLER WORK IF DO JOB POORLY	100	2.5300000	1.0488570	1.0000000	5.0000000
V52 DS PEOPLE DO THINGS BEHIND ONES BACK	100	3.6100000	1.0530859	1.0000000	5.0000000
V53 HELP DS BY HELPING SECTION TO DO JOB	100	3.9600000	0.8516548	1.0000000	5.0000000
V54 IN GENERAL, LIKE WORKING HERE	99	3.7121212	0.7956864	1.0000000	5.0000000
V55 HAVE SAY ON HOW TO DO MY JOB	100	3.4700000	1.0866964	1.0000000	5.0000000
V56 TELL SUPVSR HOW OTHERS CAN IMPROVE	100	3.2600000	1.0407845	1.0000000	5.0000000
V57 COMWORKERS AFRAID TO EXPRESS REAL VIEWS	100	3.0400000	1.0628720	1.0000000	5.0000000
V58 GENERALLY SATISFIED WITH JOB	100	3.5900000	0.9000000	1.0000000	5.0000000
V59 EMPLOYEES GET - PAY FOR - WORK	100	2.4300000	1.0848358	1.0000000	5.0000000
V60 WORK HARDER IF WILL GET MORE PAY	100	2.1900000	0.9607972	1.0000000	5.0000000
V61 RESPECT FROM PEERS BY WORKING HARD	100	3.5400000	1.0388416	1.0000000	5.0000000

Table B.2--continued

----- SITENAME=00 -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V62	RESPONSBLE FOR HELPNG DS IMPROVE PERF	100	3.8800000	0.8908060	1.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	99	2.0808081	0.8412426	1.0000000	5.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	99	3.0000000	1.0400157	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	99	2.5050505	0.8001752	1.0000000	4.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	99	3.3535354	1.0133107	1.0000000	5.0000000
V67	EMPLOYEES USE GRIEVNCE AND APPEAL RIGHTS	99	3.6717172	0.8781986	1.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	99	3.4949495	0.8733438	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	99	3.5454545	0.9925511	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	99	2.8585859	1.0401148	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	99	2.9595960	1.0392226	1.0000000	5.0000000
V72	DS DOES WELL IF I DO JOB WELL	99	4.1414141	0.5534696	2.0000000	5.0000000
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	99	3.7070707	0.7593301	2.0000000	5.0000000
V74	SUPERVSR ENCOURAGE DEVELPNG WORK METHDS	99	3.4242424	1.1256826	1.0000000	5.0000000
V75	SUPERVSR HELPS ME SOLVE WORK PROBLEMS	99	3.4747475	1.1547898	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	99	3.5959596	0.9889099	1.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	102	3.4607843	0.9817298	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	102	3.2058824	1.0748082	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	102	1.8921569	0.7695551	1.0000000	4.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	102	4.1470588	0.6950612	1.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	102	2.9901961	1.0054127	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	102	1.9117647	0.7459852	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	102	3.4411765	1.0952058	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	102	3.3137255	1.2021465	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	102	2.6568627	1.1560868	1.0000000	5.0000000
V86	MY JOB IS CHALLENGING	102	3.6274510	1.0983477	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	102	2.7352941	1.0617235	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	102	3.1274510	1.1490122	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	102	3.3921569	0.9663329	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	102	3.7352941	0.8891699	1.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	97	3.4432990	0.9238627	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTCIPT E IN TRAINNG PGMS	97	3.2268041	0.9948320	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	97	2.8350515	0.9206023	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	97	3.4020619	0.9859407	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKNG HARDER/BETTER	97	3.4123711	1.0483377	1.0000000	5.0000000
V96	SUPERVSR CONCERNED ABOUT ME AS A PERSON	97	3.2371134	1.1705874	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	97	3.9793814	0.4995703	3.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFC ISSUES	97	3.1237113	1.0333777	1.0000000	5.0000000
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	97	2.9278351	1.0231429	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	97	3.5567010	0.8893944	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	97	3.2577320	1.1112901	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	97	2.5360825	1.0807198	1.0000000	4.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	97	3.1958763	1.0271236	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	97	4.1030928	1.1317808	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	101	2.4851485	1.0734418	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	101	3.2178218	1.0639921	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	100	2.4800000	0.9479377	1.0000000	4.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	101	2.4851485	0.9655450	1.0000000	4.0000000
V109	UNION-FAIRER PROMOTION POLICIES	101	2.4950495	1.0356038	1.0000000	4.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISFED	101	2.4554455	0.9002750	1.0000000	4.0000000

Table 8.2--continued

-----SITENAME=00-----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
RSN1	REASON-MORE RESPONSIBILITY	104	0.2500000	0.4351096	0	1.0000000
RSN2	REASON-BETTER PAY	104	0.7307692	0.4457081	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	104	0.2019231	0.4033791	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS	104	0.1346154	0.3429651	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	104	0.3942308	0.4910514	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	104	0.0865385	0.2825191	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	104	0.1346154	0.3429651	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKING HRS	104	0.0288462	0.1681845	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	104	0.5961538	0.4930435	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	104	0.0288462	0.1681845	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	104	0.0288462	0.1681845	0	1.0000000
RSN12	REASON-BETTER BENEFITS	104	0.1826923	0.3882853	0	1.0000000
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	100	3.0000000	1.3853490	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	100	2.9100000	1.4290987	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSILITY AND YOUR PAY	99	3.3030303	1.3128451	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	100	2.5300000	1.3518039	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	98	1.5816327	0.4958273	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	97	4.1649485	0.6873926	2.0000000	5.0000000
V120	IMPT-CHALLENGING WORK RESPONSIBILITIES	97	3.9072165	0.7783861	2.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHMHILE	97	4.1958763	0.7449717	3.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	97	4.0824742	0.8122769	2.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	97	4.4226804	0.6744605	3.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	97	4.2474227	0.8295447	2.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	97	4.1649485	0.9755384	1.0000000	5.0000000
V126	IMPT-AMT OF JOB SECURITY	97	4.2061856	0.9121648	1.0000000	5.0000000
V127	IMPT-OBTAINNG PERMANENT POSITION	97	4.0515464	1.1214865	1.0000000	5.0000000
V128	TAKES TOO LONG TO GET DECISIONS MADE	102	3.5294118	1.0216070	1.0000000	5.0000000
V129	MY PAY BASED PARTLY ON WORKERS I SUPER	102	2.4019608	1.0832643	1.0000000	5.0000000
V130	FEWER EMPLOYEES IN WORK I SUPERVISE	102	2.2549020	1.0780095	1.0000000	5.0000000
V131	STAFFING FLEXIBLTY TO MEET WORK LOAD	102	2.4019608	1.0832643	1.0000000	5.0000000
V132	AUTHORITY TO HIRE PEOPLE WHEN NEEDED	102	2.1078431	1.0138336	1.0000000	5.0000000
V133	MGT SUPPORTS SUPERV PERSONNEL DECISI	102	3.0000000	1.1345170	1.0000000	5.0000000
V134	IN DS JOBS ARE CLASSIFIED FAIRLY	102	2.6372549	1.0224143	1.0000000	4.0000000
V135	NEED PERSONNEL APPRAISAL TO MANAGE EMP	102	2.0882353	1.0157467	1.0000000	5.0000000
V136	CRITERIA TO GRADE SUPERVISORS IS FAIR	102	2.6176471	1.0151732	1.0000000	4.0000000
V137	PERSONNEL HELPS ME PERFORM EFFECTIVELY	102	3.2745098	1.0638699	1.0000000	5.0000000
V138	MY PAY BASED ON \$ AND GRADE OF PEOPLE	102	3.6470568	1.0591147	1.0000000	5.0000000
V139	TOO LONG TO PROCESS PAPERWORK FOR HIREES	102	4.0000000	0.8559634	1.0000000	5.0000000
V140	SUPERVSRs COOPERATE TOGETHER FOR DS GOAL	101	3.0297030	1.1615115	1.0000000	5.0000000
V141	HAVE AUTHORITY TO DETERMINE EMPLOYEE PAY	104	1.8365385	0.8256869	1.0000000	4.0000000
V142	SUPERISORS RECOGNIZED FOR HELPING EMPLOY	104	2.7019231	1.0782925	1.0000000	4.0000000
V143	LINE MGT WITH VALUABLE SUPPORT SERVICES	104	3.3365385	1.0107248	1.0000000	5.0000000
V144	MY SUPERVSR WORK CAN BE DONE-LESS MID-S	104	3.1730769	1.1778070	1.0000000	5.0000000
V145	DEVOTE TOO MUCH TIME TO POSITION CLASSF	104	2.5865385	0.8315453	1.0000000	5.0000000
V146	HAVE ENOUGH AUTHORITY TO PROMOTE PEOPLE	104	2.2980769	1.0782925	1.0000000	4.0000000
V147	CAN HELP PEOPLE I SUPERVISE IMPROVE	104	3.2788462	0.9995798	1.0000000	5.0000000
V148	CAN INFLUENCE CLASSIFICATION DECISIONS	104	2.4230769	0.9921273	1.0000000	4.0000000
V149	MANAGING LIMITED BY UNNECESSARY RULES	104	3.7115385	0.9102766	2.0000000	5.0000000
V150	CAN REMOVE PEOPLE WHO PERFORM POORLY	104	2.8750000	1.2202777	1.0000000	5.0000000

Table B.2--continued

SITENAME=00

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V152	HOW LONG WORKED IN DS?	98	3.9489796	0.3002559	2.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	101	1.3861386	0.4892913	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	61	1.7377049	0.4435328	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	17	2.7058824	1.7235394	1.0000000	5.0000000
V156	WHAT IS YOUR PAY CATEGORY	98	2.8163265	1.9336784	1.0000000	5.0000000
V157	WHAT IS YOUR PAY GRADE	97	9.4020619	2.4137617	5.0000000	14.0000000
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	100	3.2700000	0.6171783	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	99	3.9393939	0.3135765	2.0000000	4.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	99	4.0202020	1.2934671	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	100	4.8400000	0.6624107	3.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	100	4.0200000	1.1545256	1.0000000	5.0000000
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	98	1.3367347	0.6726448	1.0000000	4.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	99	1.9797980	0.1414068	1.0000000	2.0000000
V168	AGE	97	3.2474227	1.0106818	2.0000000	6.0000000
V169	SEX	98	1.3469388	0.4784434	1.0000000	2.0000000
V170	RACE	100	2.0100000	0.2245084	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	95	1.9263158	0.2626423	1.0000000	2.0000000
V172	EDUCATION LEVEL	101	5.9108911	1.5303530	2.0000000	10.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	0
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	0
V175	IN FAVOR OF THE PACER SHARE DEMO	0
V228	NEED HELP WITH DECISION-RECEIVE HELP	98	3.4693878	1.0473736	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	98	3.4795918	0.9331202	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLEDGE FROM CLASS	98	3.1224490	1.0380921	1.0000000	5.0000000
V231	OPPORTUNITY TO PARTICIPATE-QUALITY CIRC	98	3.9183673	0.8455276	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	100	3.4700000	1.0773612	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	0
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	0
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	100	3.0100000	0.9480975	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	0
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	100	3.1300000	1.1516786	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHIP WITH PEERS	0
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	100	3.3700000	1.0015644	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	0
V241	BELIEVE MGT WANTS TO HEAR IDEAS	100	2.9900000	1.1414593	1.0000000	5.0000000
V242	NEW EMPLOYEE-MGT WANTS PARTICPIPTIVE TYPES	100	2.9000000	0.9481508	1.0000000	5.0000000
V243	STAFFNG FLEXIBLITY FOR SUPERVISRY JOBS	99	2.6262626	0.9431370	1.0000000	5.0000000
V267	DS BACKS ME WHEN I MAKE A DECISION	104	3.0961538	1.0001867	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	0
V301	HOW MUCH KNOWN ABOUT DLA?	101	2.2178218	0.7563592	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	98	2.1428571	0.9305801	1.0000000	4.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	98	2.3877551	0.8690871	1.0000000	4.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	98	2.7551020	0.7188368	1.0000000	4.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	98	2.6734694	0.7430157	1.0000000	5.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	98	2.6938776	0.6947248	1.0000000	4.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	95	2.9263158	0.5504757	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	95	2.6842105	0.6726125	1.0000000	4.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	95	2.4736842	0.8100710	1.0000000	4.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	95	2.5684211	0.7807884	1.0000000	4.0000000

Table B.2--continued

SITENAME-00

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	95	2.7894737	0.5437212	1.0000000	4.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	95	2.7157895	0.6944025	1.0000000	4.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	95	2.6736842	0.7211413	1.0000000	4.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	94	2.7021277	0.7158691	1.0000000	4.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	94	2.6489362	0.7857254	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	94	2.8085106	0.9757996	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	94	2.8723404	0.6262028	1.0000000	5.0000000
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	94	2.4042553	0.9195505	1.0000000	5.0000000
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	94	2.6702128	0.7674605	1.0000000	5.0000000
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	94	2.6808511	0.7065404	1.0000000	4.0000000
V321	TI CHG: HOW WELL I LIKE WORKING HERE	94	2.5531915	0.8751899	1.0000000	5.0000000
V325	HOW MUCH KNOWN ABOUT THE RIF?	94	2.0106383	0.7689496	1.0000000	4.0000000
V326	WAS YOUR JOB AFFECTED BY THE RIF?	91	1.0439560	0.2543876	1.0000000	3.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	91	2.8901099	0.4069002	1.0000000	4.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	91	2.9230769	0.3721042	1.0000000	4.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	91	2.3076923	0.8392100	1.0000000	4.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	91	2.7032967	0.7225650	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	91	2.5494505	0.7190076	1.0000000	4.0000000

SITENAME-SA

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	143	3.7762238	1.1222436	1.0000000	5.0000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	143	2.1888112	1.1255737	1.0000000	5.0000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	143	3.0699301	1.1667358	1.0000000	5.0000000
V4	MY UNIT WORKS WELL TOGETHER	143	3.8391608	0.9688846	1.0000000	5.0000000
V5	EVERYONE IS INVOLVED IN A DECISION	143	2.8111888	1.2158058	1.0000000	5.0000000
V6	DIFFICULT TO MOTIVATE WITH MONEY REMRDS	143	3.3006993	1.1750635	1.0000000	5.0000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	139	2.7482014	1.0773930	1.0000000	5.0000000
V8	I AM SATISFIED WITH MY PAY	139	2.4892086	1.2532098	1.0000000	5.0000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	139	3.0359712	1.1255277	1.0000000	5.0000000
V10	WHAT HAPPENS IN DS IS IMPORTMNT TO ME	139	4.4100719	0.7402795	1.0000000	5.0000000
V11	HAVE CONFIDENCE AND TRUST IN COMORKERS	139	3.6618705	1.0464153	1.0000000	5.0000000
V12	IT IS CLEAR HOW PAY DECISIONS ARE MADE	139	3.1079137	1.1208863	1.0000000	5.0000000
V13	CAN'T TRUST MGT IN THIS DIRECTORATE	139	3.3741007	1.2055030	1.0000000	5.0000000
V14	JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	139	3.3669065	1.1742644	1.0000000	5.0000000
V15	SUPRV ENCOURAGES PARTICIPATION IN DECIS	139	3.1151079	1.1676754	1.0000000	5.0000000
V16	NECESSARY TO HELP DS	139	3.9064748	1.0136180	1.0000000	5.0000000
V17	HAVE CONTROL IN SPENDING TIME WORKNG	139	3.7553957	0.9234601	1.0000000	5.0000000
V18	COMWRKS ENCOURAGE EACH OTHER TO DO WELL	138	3.2028986	1.0817627	1.0000000	5.0000000
V19	SUPERVISOR HANDLES ADMINIST PARTS WELL	139	3.2949640	1.3267222	1.0000000	5.0000000
V20	SATISFIED WITH OPPORTUNITIES TO ADVANCE	139	2.4892086	1.2239572	1.0000000	5.0000000
V21	SUPERVISOR GIVES INFO ON HOW I PERFORM	140	2.9642857	1.3379395	1.0000000	5.0000000
V22	GET LESS PAY THAN SAME NON-GVT JOBS	140	3.0000000	1.1691478	1.0000000	5.0000000
V23	SUPERVSR HAS STRONG TECHNICAL SKILLS	140	3.2285714	1.2194046	1.0000000	5.0000000
V24	PROMOTION DEPENDS ON PERFORMANCE	140	2.6928571	1.3351713	1.0000000	5.0000000

Table 8.2--continued

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Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V25	NEW WAYS TO DO JOB LEADS TO GOOD PERPMC	140	3.7857143	1.0714457	1.0000000	5.0000000
V26	IF I COULD WOULD CHANGE JOBS IN DS	140	3.4571429	1.1652735	1.0000000	5.0000000
V27	WILL BE PROMOTED IF YOU PERFORM WELL	140	2.7285714	1.2910475	1.0000000	5.0000000
V28	SUPERVISR DEMAND PEOPLE DO THEIR BEST	140	3.7821429	0.9656152	1.0000000	5.0000000
V29	PAY DETERMINED BY MY JOB PERFORMANCE	140	2.2357143	1.0499107	1.0000000	5.0000000
V30	GET SAME BENEFITS WORKING ELSEWHERE	140	2.5571429	1.1396795	1.0000000	5.0000000
V31	MY SUPERVISOR WORKS WELL WITH PEOPLE	140	3.1857143	1.2325660	1.0000000	5.0000000
V32	SATISFIED WITH JOB CLASSIF PROCEDURES	140	2.7000000	1.1360667	1.0000000	5.0000000
V33	JOB ALLOWS ME TO ACHIEVE SATISFACTION	140	3.4928571	1.0894948	1.0000000	5.0000000
V34	SUPERVISOR INTERESTED IN MY OPINION	140	3.3000000	1.2332329	1.0000000	5.0000000
V35	DS GIVES OK TRAINING TO DO JOB WELL	140	3.0428571	1.2106923	1.0000000	5.0000000
V36	IF DS SAVES MONEY WE SHARE SAVINGS	140	2.3571429	1.0733624	1.0000000	5.0000000
V37	BE DEMOTED/REMOVED IF PERFORM POORLY	140	3.1357143	1.1765742	1.0000000	5.0000000
V38	CONFLICT IN UNITS EFFECTS JOB DONE	140	3.4714286	1.0487599	1.0000000	5.0000000
V39	SUPERVISR INFORMED ON HOW WE FEEL	140	3.1714286	1.1248844	1.0000000	5.0000000
V40	MGT CONCERNED ABOUT ME AS A PERSON	140	2.9285714	1.2093334	1.0000000	5.0000000
V41	TELL COWORKERS IF NOT WORKING HARD	140	3.6214286	1.0351232	1.0000000	5.0000000
V42	NECESSRY TO MIN COSTS MAX PERFCE	140	4.1571429	0.8836763	1.0000000	5.0000000
V43	WORK HARD GET GOOD JOB PERFORMANCE	140	3.5928571	1.1436181	1.0000000	5.0000000
V44	SUPPORT OTHER DIRECTORATES-MAINTEN	140	4.3214286	0.7223847	1.0000000	5.0000000
V45	LIKE THE WAY UNION HANDLES THINGS	140	2.2928571	0.9927538	1.0000000	5.0000000
V46	COORDIN WITH WORK UNITS IS GOOD IN DS	140	3.0642857	1.1642808	1.0000000	5.0000000
V47	HARD TO LEAVE JOB, EVEN IF WANTED TO	140	3.3571429	1.2469902	1.0000000	5.0000000
V48	PAY DIFFERENCES REFLECT TYPE OF JOB	140	2.8857143	1.1696751	1.0000000	5.0000000
V49	RESPONSIBLE HOW WELL WORK GETS DONE	140	3.8785714	0.9556184	1.0000000	5.0000000
V50	SUPERVISOR SETS CLEAR GOALS FOR ME	140	3.1000000	1.2250385	1.0000000	5.0000000
V51	GIVEN SIMPLER WORK IF DO JOB POORLY	140	2.4428571	1.0946004	1.0000000	5.0000000
V52	DS PEOPLE DO THINGS BEHIND ONES BACK	140	3.4500000	1.2251853	1.0000000	5.0000000
V53	HELP DS BY HELPING SECTION TO DO JOB	140	4.2357143	0.6954189	1.0000000	5.0000000
V54	IN GENERAL, LIKE WORKING HERE	140	4.0571429	0.8713789	1.0000000	5.0000000
V55	HAVE SAY ON HOW TO DO MY JOB	140	3.7428571	1.1212238	1.0000000	5.0000000
V56	TELL SUPRVSR HOW OTHERS CAN IMPROVE	139	3.4964029	1.0926242	1.0000000	5.0000000
V57	COWORKERS AFRAID TO EXPRESS REAL VIEWS	139	3.1223022	1.2245107	1.0000000	5.0000000
V58	GENERALLY SATISFIED WITH JOB	139	3.7841727	0.9149530	1.0000000	5.0000000
V59	EMPLOYEES GET - PAY FOR - WORK	139	2.3741007	1.2055030	1.0000000	5.0000000
V60	WORK HARDER IF WILL GET MORE PAY	139	2.5827338	1.2032521	1.0000000	5.0000000
V61	RESPECT FROM PEERS BY WORKING HARD	139	3.6187050	1.1445883	1.0000000	5.0000000
V62	RESPNSBLE FOR HELFNG DS IMPROVE PERF	139	4.0575540	0.8320551	1.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	142	2.3661972	1.0069184	1.0000000	5.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	142	2.8450704	1.1063695	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	142	2.5563380	1.0620778	1.0000000	5.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	142	3.3802817	1.2130051	1.0000000	5.0000000
V67	EMPLOYEES USE GRIEVNCE AND APPEAL RIGHTS	142	3.6478873	0.9835324	1.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	142	3.2535211	1.0412528	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	142	3.8309859	0.9599928	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	143	3.0909091	1.2385196	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	143	3.1818182	1.1666514	1.0000000	5.0000000
V72	DS DOES WELL IF I DO JOB WELL	143	4.2867133	0.6459230	1.0000000	5.0000000
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	143	3.9160839	0.8761030	1.0000000	5.0000000

Table B.2--continued

----- SITENAME-SA -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V74	SUPERVSR ENCOURAGE DEVELOPNG WORK METHDS	143	3.4755245	1.1976042	1.0000000	5.0000000
V75	SUPERVSR HELPS ME SOLVE WORK PROBLEMS	143	3.3566434	1.1712855	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	143	3.4965035	1.0131121	1.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	141	3.7163121	0.9660393	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	141	3.3404255	1.0943347	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	141	2.3687943	1.0240769	1.0000000	5.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	141	4.2695035	0.7258437	1.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	141	3.0709220	1.2458238	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	141	2.2056738	1.0386649	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	141	3.3262411	1.1741042	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	141	3.1134752	1.1716423	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	141	2.4255319	1.2085058	1.0000000	5.0000000
V86	MY JOB IS CHALLENGING	141	3.8865248	1.0494366	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	141	2.8297872	1.1399088	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	141	3.3262411	1.1557091	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	141	3.7163121	1.0234831	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	141	4.1276596	0.8438946	1.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	141	3.5390071	1.0922959	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTICIPE IN TRAINNG PGMS	141	3.2056738	1.2335647	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	141	2.7872340	1.0876483	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	141	3.3333333	1.0867163	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKNG HARDER/BETTER	141	3.7659574	0.9902258	1.0000000	5.0000000
V96	SUPERVSR CONCERNED ABOUT ME AS A PERSON	141	3.1702128	1.2759167	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	141	4.0780142	0.7178432	1.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFC ISSUES	141	3.1134752	1.0629622	1.0000000	5.0000000
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	141	3.2553191	1.0980779	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	141	3.5957447	1.0418303	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	141	3.0638298	1.2259851	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	141	2.4822695	1.1747513	1.0000000	5.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	141	3.3687943	1.0850368	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	141	3.6666667	1.3504849	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	142	2.5492958	1.2237454	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	142	3.6056338	1.2545393	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	139	2.7122302	1.0648849	1.0000000	5.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	139	2.7410072	1.0923856	1.0000000	5.0000000
V109	UNION-FAIRER PROMOTION POLICIES	138	2.5579710	1.1653020	1.0000000	5.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISFED	139	2.5683453	1.0703539	1.0000000	5.0000000
RSN1	REASON-MORE RESPONSIBILITY	143	0.2587413	0.4394825	0	1.0000000
RSN2	REASON-BETTER PAY	143	0.7552448	0.4314532	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	143	0.3216783	0.4687622	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS	143	0.0769231	0.2674060	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	143	0.2937063	0.4570599	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	143	0.1258741	0.3328734	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	143	0.1118881	0.3163368	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKNG HRS	143	0.0139860	0.1178453	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	143	0.6153846	0.4882143	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	143	0.0209790	0.1438177	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	143	0.0489510	0.2165241	0	1.0000000
RSN12	REASON-BETTER BENEFITS	143	0.1748252	0.3811525	0	1.0000000

Table B.2--continued

SITENAME-SA

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	141	3.5106383	1.3607615	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	141	3.5035461	1.3502598	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSIBILITY AND YOUR PAY	141	3.6737589	1.3601284	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	141	2.6808511	1.4654066	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	142	1.5422535	0.4999750	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	138	4.4130435	0.7120266	1.0000000	5.0000000
V120	IMPT-CHALLENGING WORK RESPONSIBILITIES	138	4.1594203	0.8649406	1.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	138	4.3043478	0.8069832	1.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	138	4.2753623	0.8174030	1.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	138	4.4420290	0.7449893	1.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	138	4.3405797	0.9241005	1.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	138	4.4130435	0.8773572	1.0000000	5.0000000
V126	IMPT-AMT OF JOB SECURITY	138	4.3188406	0.9120884	1.0000000	5.0000000
V127	IMPT-OBTAINING PERMANENT POSITION	138	4.1884058	1.1623706	1.0000000	5.0000000
V128	TAKES TOO LONG TO GET DECISIONS MADE	143	3.2307692	1.1789964	1.0000000	5.0000000
V129	MY PAY BASED PARTLY ON WORKERS I SUPER	143	2.3846154	1.0408764	1.0000000	5.0000000
V130	FEWER EMPLOYEES IN WORK I SUPERVISE	143	2.2447552	1.0292674	1.0000000	5.0000000
V131	STAFFING FLEXIBLTY TO MEET WORK LOAD	143	2.6573427	1.1389697	1.0000000	5.0000000
V132	AUTHORITY TO HIRE PEOPLE WHEN NEEDED	143	2.1958042	1.1643698	1.0000000	5.0000000
V133	MGT SUPPORTS SUPERV PERSONNEL DECISI	143	3.2377622	1.1805826	1.0000000	5.0000000
V134	IN DS JOBS ARE CLASSIFIED FAIRLY	142	2.8732394	1.1960879	1.0000000	5.0000000
V135	NEED PERSONNEL APPRAISAL TO MANAGE EMP	142	2.6760563	1.2967460	1.0000000	5.0000000
V136	CRITERIA TO GRADE SUPERVISORS IS FAIR	142	2.7887324	1.1719595	1.0000000	5.0000000
V137	PERSONNEL HELPS ME PERFORM EFFECTIVELY	142	2.9507042	1.1628253	1.0000000	5.0000000
V138	MY PAY BASED ON # AND GRADE OF PEOPLE	142	3.1408451	1.2353628	1.0000000	5.0000000
V139	TOO LONG TO PROCESS PAPERWORK FOR HIREES	142	3.7183099	1.1321617	1.0000000	5.0000000
V140	SUPERVRSR COOPERATE TOGETHER FOR DS GOAL	142	3.2042254	1.1701896	1.0000000	5.0000000
V141	HAVE AUTHORITY TO DETERMINE EMPLOYEE PAY	141	1.9787234	0.9522011	1.0000000	5.0000000
V142	SUPERISORS RECOGNIZED FOR HELPING EMPLOY	141	2.9219858	1.2367638	1.0000000	5.0000000
V143	LINE MGT WITH VALUABLE SUPPORT SERVICES	141	2.9290780	1.1061219	1.0000000	5.0000000
V144	MY SUPERVSR WORK CAN BE DONE-LESS MID-S	141	2.6524823	1.1338041	1.0000000	5.0000000
V145	DEVOTE TOO MUCH TIME TO POSITION CLASSF	141	2.5035461	0.8833711	1.0000000	5.0000000
V146	HAVE ENOUGH AUTHORITY TO PROMOTE PEOPLE	141	2.5319149	1.2680310	1.0000000	5.0000000
V147	CAN HELP PEOPLE I SUPERVISE IMPROVE	141	3.4326241	1.0974318	1.0000000	5.0000000
V148	CAN INFLUENCE CLASSIFICATION DECISIONS	143	2.4685315	1.0468208	1.0000000	5.0000000
V149	MANAGING LIMITED BY UNNECESSARY RULES	143	3.5384615	1.1368924	1.0000000	5.0000000
V150	CAN REMOVE PEOPLE WHO PERFORM POORLY	143	3.1118881	1.3327135	1.0000000	5.0000000
V152	HOW LONG WORKED IN DS?	143	3.8251748	0.5215725	1.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	141	1.6595745	0.4755416	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	49	1.7959184	0.4072055	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	13	2.1538462	1.4632244	1.0000000	6.0000000
V156	WHAT IS YOUR PAY CATEGORY	143	2.9510490	1.9221785	1.0000000	5.0000000
V157	WHAT IS YOUR PAY GRADE	138	9.0652174	2.7237976	2.0000000	15.0000000
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	143	3.0909091	0.7590681	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	143	3.8881119	0.3378660	2.0000000	4.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	142	3.7676056	1.5236457	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	143	4.4545455	0.8617643	3.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	143	3.8601399	1.3510632	1.0000000	5.0000000
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	143	1.5104895	0.9919900	1.0000000	4.0000000

Table B.2--continued

-----SITENAME-SA-----						
Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	143	1.9860140	0.1178453	1.0000000	2.0000000
V168	AGE	143	3.3006993	1.0483721	2.0000000	6.0000000
V169	SEX	141	1.1985816	0.4003545	1.0000000	2.0000000
V170	RACE	139	2.1007194	0.5423375	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	137	1.4014599	0.4919926	1.0000000	2.0000000
V172	EDUCATION LEVEL	140	6.0857143	1.5337250	2.0000000	10.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	0
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	0
V175	IN FAVOR OF THE PACER SHARE DEMO	0
V228	NEED HELP WITH DECISION-RECEIVE HELP	138	3.5144928	1.1413624	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	138	3.7463760	0.9518449	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLEDGE FROM CLASS	138	3.1956522	1.1389501	1.0000000	5.0000000
V231	OPPORTNITY TO PARTICIPATE-QUALITY CIRC	138	3.3985507	1.1871567	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	142	3.5774648	0.9987506	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	0
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	0
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	142	2.9647887	1.1510832	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	0
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	142	3.4507042	1.0756985	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHP WITH PEERS	0
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	142	3.4647887	1.0427866	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	0
V241	BELIEVE MGT WANTS TO HEAR IDEAS	142	3.2746479	1.1677970	1.0000000	5.0000000
V242	NEW EMPLOYEE-MGT WANTS PARTICIPTIVE TYPES	142	2.9929577	1.0751644	1.0000000	5.0000000
V243	STAFFNG FLEXIBILITY FOR SUPERVISRY JOBS	142	2.8309859	1.1908149	1.0000000	5.0000000
V267	DS BACKS ME WHEN I MAKE A DECISION	143	3.2587413	1.1731340	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	0
V301	HOW MUCH KNOWN ABOUT DLA?	140	2.3142857	0.8317937	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	130	2.4846154	0.9501906	1.0000000	5.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	130	2.6307692	0.9655979	1.0000000	5.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	130	2.9076923	0.8930928	1.0000000	5.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	130	2.8538462	0.8901837	1.0000000	5.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	130	2.7769231	0.8915224	1.0000000	5.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	130	2.9461538	0.8743683	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	129	2.9457364	0.8506439	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	130	2.7461538	0.9426298	1.0000000	5.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	130	2.9153846	0.8262610	1.0000000	5.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	130	2.8846154	0.7838942	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	130	2.7769231	0.8827844	1.0000000	5.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	130	2.7692308	0.9767726	1.0000000	5.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	130	2.9000000	0.8338758	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	130	2.5923077	0.8865590	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	129	2.9922481	1.1625412	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	0
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	0
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	0
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	0
V321	TI CHG: HOW WELL I LIKE WORKING HERE	0
V325	HOW MUCH KNOWN ABOUT THE RIP?	139	2.0431655	0.7601535	1.0000000	4.0000000

Table B.2--continued

----- SITENAME-SA -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V326	WAS YOUR JOB AFFECTED BY THE RIF?	135	1.3111111	0.8505193	1.0000000	6.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	135	2.8814815	0.8814155	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	135	2.9111111	0.7867055	1.0000000	5.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	135	2.5629630	0.9432194	1.0000000	5.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	135	2.9259259	0.8606630	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	134	2.7462687	0.9786178	1.0000000	5.0000000

----- SITENAME-SM -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	66	3.8181818	1.0364004	1.0000000	5.0000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	66	1.7575758	1.0533552	1.0000000	5.0000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	66	2.6818182	1.0401049	1.0000000	5.0000000
V4	MY UNIT WORKS WELL TOGETHER	66	4.0000000	0.8944272	2.0000000	5.0000000
V5	EVERYONE IS INVOLVED IN A DECISION	66	3.2878788	1.1199609	1.0000000	5.0000000
V6	DIFFICULT TO MOTIVATE WITH MONEY REWRDS	66	3.9242424	1.1937092	1.0000000	5.0000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	66	2.9090909	1.2118298	1.0000000	5.0000000
V8	I AM SATISFIED WITH MY PAY	66	3.0303030	1.3239765	1.0000000	5.0000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	66	2.6363636	1.0173323	1.0000000	5.0000000
V10	WHAT HAPPENS IN DS IS IMPORTMNT TO ME	66	4.3030303	0.8939058	2.0000000	5.0000000
V11	HAVE CONFIDENCE AND TRUST IN COWORKERS	66	3.9393939	0.8390249	1.0000000	5.0000000
V12	IT IS CLEAR HOW PAY DECISIONS ARE MADE	66	3.0151515	1.1831174	1.0000000	5.0000000
V13	CAN'T TRUST MGT IN THIS DIRECTORATE	66	3.5454545	1.1920482	1.0000000	5.0000000
V14	JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	66	3.3787879	1.1736223	1.0000000	5.0000000
V15	SUPRV ENCOURAGES PARTICIPATION IN DECIS	66	3.3030303	1.2021736	1.0000000	5.0000000
V16	NECESSARY TO HELP DS	66	3.8939394	0.9628290	1.0000000	5.0000000
V17	HAVE CONTROL IN SPENDNG TIME WORKNG	66	3.6363636	1.1043462	1.0000000	5.0000000
V18	COWRKR8 ENCOURAGE EACH OTHER TO DO WELL	66	3.4090909	0.9919254	1.0000000	5.0000000
V19	SUPERVISOR HANDLES ADMINIST PARTS WELL	66	3.3181818	1.0835709	1.0000000	5.0000000
V20	SATISFIED WITH OPPORTUNITIES TO ADVANCE	66	2.3939394	1.1619452	1.0000000	5.0000000
V21	SUPERVISOR GIVES INFO ON HOW I PERFORM	64	2.9218750	1.1311560	1.0000000	5.0000000
V22	GET LESS PAY THAN SAME NON-GVT JOBS	64	3.3906250	1.1767211	1.0000000	5.0000000
V23	SUPERVISOR HAS STRONG TECHNICAL SKILLS	64	3.3906250	1.1355327	1.0000000	5.0000000
V24	PROMOTION DEPENDS ON PERFORMANCE	64	2.1875000	1.0215923	1.0000000	5.0000000
V25	NEW WAYS TO DO JOB LEADS TO GOOD PERFCM	64	3.7031250	1.0340195	1.0000000	5.0000000
V26	IF I COULD WOULD CHANGE JOBS IN DS	64	3.1718750	1.2286874	1.0000000	5.0000000
V27	WILL BE PROMOTED IF YOU PERFORM WELL	64	2.1718750	0.9521019	1.0000000	5.0000000
V28	SUPERVISR DEMAND PEOPLE DO THEIR BEST	64	3.6406250	0.9320942	1.0000000	5.0000000
V29	PAY DETERMINED BY MY JOB PERFORMANCE	64	1.8281250	1.0008677	1.0000000	5.0000000
V30	GET SAME BENEFITS WORKING ELSEWHERE	64	2.9375000	1.1251102	1.0000000	5.0000000
V31	MY SUPERVISOR WORKS WELL WITH PEOPLE	64	3.3125000	1.2328184	1.0000000	5.0000000
V32	SATISFIED WITH JOB CLASSIF PROCEDURES	64	2.7968750	1.1433686	1.0000000	5.0000000
V33	JOB ALLOWS ME TO ACHIEVE SATISFACTION	64	3.3437500	1.2751439	1.0000000	5.0000000
V34	SUPERVISOR INTERESTED IN MY OPINION	64	3.3437500	1.2500000	1.0000000	5.0000000
V35	DS GIVES OK TRAINING TO DO JOB WELL	65	3.0615385	1.2231737	1.0000000	5.0000000
V36	IF DS SAVES MONEY WE SHARE SAVINGS	65	3.7538462	1.0312427	1.0000000	5.0000000

Table B.2--continued

SITENAME=SM

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V37	BE DEMOTED/REMOVED IF PERFORM POORLY	65	2.9230769	1.0797525	1.0000000	5.0000000
V38	CONFLICT IN UNITS EFFECTS JOB DONE	65	3.4307692	0.9837624	1.0000000	5.0000000
V39	SUPERVISR INFORMED ON HOW WE FEEL	65	3.2769231	1.1111325	1.0000000	5.0000000
V40	MGT CONCERNED ABOUT ME AS A PERSON	65	2.5230769	1.1606530	1.0000000	5.0000000
V41	TELL COWORKERS IF NOT WORKING HARD	65	3.3230769	1.0768544	1.0000000	5.0000000
V42	NECESSRY TO MIN COSTS MAX PERFMCE	65	4.2615385	0.8343583	1.0000000	5.0000000
V43	WORK HARD GET GOOD JOB PERFORMANCE	65	3.3230769	1.1740381	1.0000000	5.0000000
V44	SUPPORT OTHER DIRECTORATES-MAINTEN	65	4.1538462	0.8520338	2.0000000	5.0000000
V45	LIKE THE WAY UNION HANDLES THINGS	65	2.7692308	1.1287331	1.0000000	5.0000000
V46	COORDIN WITH WORK UNITS IS GOOD IN DS	65	2.9076923	1.0565728	1.0000000	5.0000000
V47	HARD TO LEAVE JOB, EVEN IF WANTED TO	65	3.2769231	1.1925248	1.0000000	5.0000000
V48	PAY DIFFERENCES REFLECT TYPE OF JOB	64	2.4531250	1.1809290	1.0000000	4.0000000
V49	RESPONSIBLE HOW WELL WORK GETS DONE	64	3.9531250	0.8248076	2.0000000	5.0000000
V50	SUPERVISOR SETS CLEAR GOALS FOR ME	64	2.8281250	1.1758778	1.0000000	5.0000000
V51	GIVEN SIMPLER WORK IF DO JOB POORLY	64	2.7812500	1.0759824	1.0000000	5.0000000
V52	DS PEOPLE DO THINGS BEHIND ONES BACK	64	3.6250000	1.1198072	1.0000000	5.0000000
V53	HELP DS BY HELPING SECTION TO DO JOB	64	4.1093750	0.8187716	1.0000000	5.0000000
V54	IN GENERAL, LIKE WORKING HERE	64	3.8281250	0.9521019	1.0000000	5.0000000
V55	HAVE SAY ON HOW TO DO MY JOB	64	3.5312500	1.2080254	1.0000000	5.0000000
V56	TELL SUPRVSR HOW OTHERS CAN IMPROVE	64	3.5000000	1.0690450	1.0000000	5.0000000
V57	COWORKERS AFRAID TO EXPRESS REAL VIEWS	64	2.7812500	1.2145775	1.0000000	5.0000000
V58	GENERALLY SATISFIED WITH JOB	64	3.6093750	1.1072229	1.0000000	5.0000000
V59	EMPLOYEES GET - PAY FOR - WORK	64	2.3593750	1.2000951	1.0000000	5.0000000
V60	WORK HARDER IF WILL GET MORE PAY	64	2.3750000	1.1751393	1.0000000	5.0000000
V61	RESPECT FROM PEERS BY WORKING HARD	64	3.4375000	1.1109127	1.0000000	5.0000000
V62	RESPONSBLE FOR HELPNG DS IMPROVE PERF	64	3.9687500	0.8723031	2.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	64	2.2343750	1.0038369	1.0000000	5.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	63	3.2222222	1.1562515	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	64	2.6718750	0.9094685	1.0000000	5.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	64	3.2812500	1.2404396	1.0000000	5.0000000
V67	EMPLOYEES USE GRIEVNCE AND APPEAL RIGHTS	64	3.8125000	0.9574271	1.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	64	3.6562500	0.8768405	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	64	3.2031250	1.1294006	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	64	3.0468750	1.2770715	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	64	2.8593750	1.0670712	1.0000000	4.0000000
V72	DS DOES WELL IF I DO JOB WELL	64	4.2031250	0.8199823	2.0000000	5.0000000
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	64	3.8593750	0.8520226	1.0000000	5.0000000
V74	SUPERVSR ENCOURAGE DEVELPNG WORK METHODS	64	3.5625000	1.1801937	1.0000000	5.0000000
V75	SUPERVSR HELPS ME SOLVE WORK PROBLEMS	64	3.5781250	1.0955130	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	64	3.5312500	0.9915316	1.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	65	3.2615385	1.1762882	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	65	2.9692308	1.0602068	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	65	2.2000000	1.0488088	1.0000000	5.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	65	4.2923077	0.9138360	1.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	65	2.9538462	1.3396684	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	65	1.9538462	0.9425824	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	65	3.5230769	1.1471118	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	65	3.7230769	1.2312049	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	65	2.8461538	1.1623087	1.0000000	5.0000000

Table B.2--continued

SITENAME=SM

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V86	MY JOB IS CHALLENGING	65	3.8923077	1.0914880	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	65	2.8307692	1.1801646	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	65	2.9230769	1.2906841	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	65	3.4923077	1.1608601	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	65	3.9076923	0.9637666	1.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	63	3.4126984	1.1449034	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTICIPE IN TRAINNG PGMS	63	3.1904762	1.2554031	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	63	3.2539683	1.1066989	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	63	3.7619048	0.9455206	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKNG HARDER/BETTER	63	3.6349206	1.1259632	1.0000000	5.0000000
V96	SUPERVSR CONCERNED ABOUT ME AS A PERSON	63	3.3650794	1.1818737	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	63	3.9206349	0.8092527	1.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFC ISSUES	63	3.1269841	1.0700025	1.0000000	5.0000000
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	63	2.5396825	1.0899156	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	63	3.5079365	0.9135718	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	63	2.9841270	1.2377407	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	63	2.5873016	1.2396009	1.0000000	5.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	63	3.0793651	1.2352561	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	63	3.5238095	1.4011187	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	66	2.4393939	1.0688425	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	66	3.3787879	1.1995531	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	66	2.6666667	0.9818872	1.0000000	5.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	66	2.6818182	1.0100890	1.0000000	5.0000000
V109	UNION-FAIRER PROMOTION POLICIES	66	2.7424242	1.0997987	1.0000000	5.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISFED	65	2.8461538	0.9879077	1.0000000	5.0000000
RSN1	REASON-MORE RESPONSIBILITY	66	0.1969697	0.4007569	0	1.0000000
RSN2	REASON-BETTER PAY	66	0.6818182	0.4693397	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	66	0.1969697	0.4007569	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS'	66	0.0606061	0.2404347	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	66	0.3787879	0.4888024	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	66	0.1212121	0.3288746	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	66	0.1818182	0.3886502	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKING HRS	66	0.0606061	0.2404347	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	66	0.4696970	0.5029053	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	66	0.0909091	0.2896827	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	66	0.0757576	0.2666375	0	1.0000000
RSN12	REASON-BETTER BENEFITS	66	0.2878788	0.4562439	0	1.0000000
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	66	2.9393939	1.5380186	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	66	2.8636364	1.4872418	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSILITY AND YOUR PAY	66	3.1666667	1.4313343	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	66	2.4848485	1.4490572	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	66	1.4242424	0.4980147	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	66	4.2272727	0.6274602	3.0000000	5.0000000
V120	IMPT-CHALLNGING WORK RESPONSIBILITIES	66	4.0151515	0.8502022	2.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	66	4.3030303	0.7225957	2.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	66	4.1212121	0.8323304	2.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	66	4.2121212	0.9366906	1.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	66	4.0757576	0.9657298	1.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	66	3.7121212	1.2862007	1.0000000	5.0000000

Table B.2--continued

SITENAME=SM

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V126	IMPT-AMT OF JOB SECURITY	66	4.1818182	1.0062740	1.0000000	5.0000000
V127	IMPT-OBTAINNG PERMANENT POSITION	66	3.6515152	1.4517091	1.0000000	5.0000000
V128	TAKES TOO LONG TO GET DECISIONS MADE	66	3.7121212	1.0779632	1.0000000	5.0000000
V129	MY PAY BASED PARTLY ON WORKERS I SUPER	66	2.3030303	1.2399714	1.0000000	5.0000000
V130	FEWER EMPLOYEES IN WORK I SUPERVISE	66	2.2575758	1.0123941	1.0000000	4.0000000
V131	STAFFING FLEXIBLTY TO MEET WORK LOAD	66	2.6363636	1.1453768	1.0000000	5.0000000
V132	AUTHORITY TO HIRE PEOPLE WHEN NEEDED	66	2.0757576	1.2065285	1.0000000	5.0000000
V133	MGT SUPPORTS SUPERV PERSONNEL DECISI	66	2.7272727	1.2955006	1.0000000	5.0000000
V134	IN DS JOBS ARE CLASSIFIED FAIRLY	66	2.9090909	1.1194404	1.0000000	5.0000000
V135	NEED PERSONNEL APPRAISAL TO MANAGE EMP	66	2.5151515	1.1928302	1.0000000	5.0000000
V136	CRITERIA TO GRADE SUPERVISORS IS FAIR	66	2.6818182	1.1389481	1.0000000	5.0000000
V137	PERSONNEL HELPS ME PERFORM EFFECTIVELY	66	3.3030303	1.0950195	1.0000000	5.0000000
V138	MY PAY BASED ON # AND GRADE OF PEOPLE	66	2.2121212	1.2091338	1.0000000	5.0000000
V139	TOO LONG TO PROCESS PAPERWORK FOR HIREES	66	3.8181818	1.2013978	1.0000000	5.0000000
V140	SUPERVRS COOPERATE TOGETHER FOR DS GOAL	66	3.1666667	1.1036071	1.0000000	5.0000000
V141	HAVE AUTHORITY TO DETERMINE EMPLOYEE PAY	65	1.6000000	0.8803408	1.0000000	5.0000000
V142	SUPERISORS RECOGNIZED FOR HELPING EMPLOY	65	2.4615385	1.1602387	1.0000000	5.0000000
V143	LINE MGT WITH VALUABLE SUPPORT SERVICES	65	3.2153846	1.1523388	1.0000000	5.0000000
V144	MY SUPERVSR WORK CAN BE DONE-LESS MID-5	65	2.6461538	1.2428642	1.0000000	5.0000000
V145	DEVOTE TOO MUCH TIME TO POSITION CLASSF	65	2.3538462	0.8556936	1.0000000	4.0000000
V146	HAVE ENOUGH AUTHORITY TO PROMOTE PEOPLE	65	2.0307692	1.2115232	1.0000000	5.0000000
V147	CAN HELP PEOPLE I SUPERVISE IMPROVE	65	3.4000000	1.0577098	1.0000000	5.0000000
V148	CAN INFLUENCE CLASSIFICATION DECISIONS	65	2.3692308	1.3295821	1.0000000	5.0000000
V149	MANAGING LIMITED BY UNNECESSARY RULES	65	3.6615385	1.1494146	1.0000000	5.0000000
V150	CAN REMOVE PEOPLE WHO PERFORM POORLY	65	2.6307692	1.3528815	1.0000000	5.0000000
V152	HOW LONG WORKED IN DS?	61	3.9180328	0.3314152	2.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	63	1.2222222	0.4190790	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	48	1.8333333	0.3766218	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	8	3.7500000	1.8322508	1.0000000	6.0000000
V156	WHAT IS YOUR PAY CATEGORY	0
V157	WHAT IS YOUR PAY GRADE	0
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	60	2.8166667	0.9295829	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	61	3.8852459	0.4122443	2.0000000	4.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	61	3.7049180	1.3945640	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	61	4.6393443	0.8373129	2.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	60	3.6666667	1.2975422	1.0000000	5.0000000
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	61	1.1639344	0.4892282	1.0000000	3.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	60	1.9500000	0.2197842	1.0000000	2.0000000
V168	AGE	60	3.3833333	1.0906640	2.0000000	6.0000000
V169	SEX	59	1.4406780	0.5007300	1.0000000	2.0000000
V170	RACE	59	2.0169492	0.5082602	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	56	1.9464286	0.2272078	1.0000000	2.0000000
V172	EDUCATION LEVEL	62	6.3225806	1.6671778	3.0000000	11.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	64	3.7500000	1.0837911	1.0000000	5.0000000
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	64	3.9218750	0.9479248	1.0000000	5.0000000
V175	IN FAVOR OF THE PACER SHARE DEMO	64	3.4687500	1.2468214	1.0000000	5.0000000
V228	NEED HELP WITH DECISION-RECEIVE HELP	66	3.6818182	1.0252068	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	66	3.4848485	1.0847534	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLDGE FROM CLASS	66	3.2272727	1.1870514	1.0000000	5.0000000

Table 8.2--continued

-----SITENAME-SM-----						
Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V231	OPPORTUNITY TO PARTICIPATE-QUALITY CIRC	66	4.1666667	0.7355445	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	66	3.7121212	1.0342616	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	66	3.9242424	1.0274780	1.0000000	5.0000000
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	66	3.1363636	1.2264566	1.0000000	5.0000000
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	66	2.8939394	1.0831406	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	66	3.8939394	1.1913636	1.0000000	5.0000000
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	66	3.4545455	1.2175867	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHP WITH PEERS	66	3.6818182	0.9633130	1.0000000	5.0000000
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	66	3.5909091	1.0073159	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	66	3.3787879	1.0490311	1.0000000	5.0000000
V241	BELIEVE MGT WANTS TO HEAR IDEAS	66	2.8787879	1.3302996	1.0000000	5.0000000
V242	NEW EMPLOYEE-MGT WANTS PARTICIPTIVE TYPES	66	2.8939394	1.0688425	1.0000000	5.0000000
V243	STAFFNG FLEXIBLITY FOR SUPERVISRY JOBS	66	2.7272727	1.1030790	1.0000000	5.0000000
V267	DS BACKS ME WHEN I MAKE A DECISION	65	2.7692308	1.1287331	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	60	10.1000000	0.4765697	9.0000000	11.0000000
V301	HON MUCH KNOWN ABOUT DLA?	63	2.3333333	0.7828814	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	63	2.4761905	0.9976932	1.0000000	5.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	63	2.5079365	0.8957429	1.0000000	4.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	63	2.8888889	0.6746830	1.0000000	4.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	63	2.4761905	0.7589709	1.0000000	4.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	63	2.3333333	0.8230549	1.0000000	4.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	63	3.0000000	0.8032193	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	63	2.8412698	0.6769559	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	63	2.3968254	0.8335637	1.0000000	4.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	63	2.7142857	0.7054756	1.0000000	4.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	63	2.7619048	0.6651288	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	63	2.5873016	0.7325369	1.0000000	4.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	63	2.6507937	0.7439808	1.0000000	4.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	63	2.6507937	0.8454571	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	63	2.5396825	0.7582960	1.0000000	4.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	63	2.4285714	0.9790431	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	64	2.8437500	0.6477985	1.0000000	5.0000000
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	64	2.5156250	0.7966634	1.0000000	5.0000000
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	64	2.7031250	0.6826579	1.0000000	5.0000000
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	64	2.7343750	0.5974068	1.0000000	3.0000000
V321	TI CHG: HOW WELL I LIKE WORKING HERE	64	2.7500000	0.7766432	1.0000000	5.0000000
V325	HOW MUCH KNOWN ABOUT THE RIF?	64	2.2968750	0.6826579	1.0000000	4.0000000
V326	WAS YOUR JOB AFFECTED BY THE RIF?	63	1.1746032	0.6101212	1.0000000	5.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	64	2.9218750	0.5434951	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	64	2.8281250	0.6313173	1.0000000	5.0000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	64	2.5312500	0.7760042	1.0000000	4.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	64	2.7968750	0.6709313	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	64	2.5781250	0.8126908	1.0000000	5.0000000

Table B.2--Continued

SITENAME=WR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V1	KNOW WHETHER OR NOT MY WORK IS SATISFACT	90	4.088889	0.8695142	1.000000	5.000000
V2	PAY INCREASES DEPENDS ON HOW YOU PERFORM	90	2.522222	1.2382280	1.000000	5.000000
V3	UNION/MGT ARE HOSTILE TO EACH OTHER	90	2.522222	0.8897390	1.000000	5.000000
V4	MY UNIT WORKS WELL TOGETHER	90	3.988889	0.9179171	1.000000	5.000000
V5	EVERYONE IS INVOLVED IN A DECISION	90	3.000000	1.1803637	1.000000	5.000000
V6	DIFFICULT TO MOTIVATE WITH MONEY REWRDS	90	3.588889	1.1793585	1.000000	5.000000
V7	EMPLOYEES LOSE WHEN CHANGES IN DS	89	2.4719101	1.0123093	1.000000	5.000000
V8	I AM SATISFIED WITH MY PAY	89	2.8076404	1.2007403	1.000000	5.000000
V9	HIGH PERFORMERS TEND TO STAY WITH DS	89	2.9662921	1.0493444	1.000000	5.000000
V10	WHAT HAPPENS IN DS IS IMPORTANT TO ME	89	4.3483146	0.6759022	1.000000	5.000000
V11	HAVE CONFIDENCE AND TRUST IN COWORKERS	89	3.9213483	0.7571586	1.000000	5.000000
V12	IT IS CLEAR HOW PAY DECISIONS ARE MADE	89	3.4044944	1.1353724	1.000000	5.000000
V13	CAN'T TRUST MGT IN THIS DIRECTORATE	89	2.9439202	1.1809044	1.000000	5.000000
V14	JOB DUTIES ARE CLEARLY DEFINED BY SUPRV	89	3.8314607	0.9562706	1.000000	5.000000
V15	SUPRV ENCOURAGES PARTICIPATION IN DECIS	89	3.5056180	1.1493436	1.000000	5.000000
V16	NECESSARY TO HELP DS	89	3.9662921	0.8041008	2.000000	5.000000
V17	HAVE CONTROL IN SPENDING TIME WORKING	89	3.6292135	1.0806356	1.000000	5.000000
V18	COWRKS ENCOURAGE EACH OTHER TO DO WELL	89	3.4943820	0.9784449	1.000000	5.000000
V19	SUPERVISOR HANDLES ADMINIST PARTS WELL	89	3.6292135	1.1907028	1.000000	5.000000
V20	SATISFIED WITH OPPORTUNITIES TO ADVANCE	89	2.8988764	1.1874815	1.000000	5.000000
V21	SUPERVISOR GIVES INFO ON HOW I PERFORM	90	3.4888889	1.1440559	1.000000	5.000000
V22	GET LESS PAY THAN SAME NON-GVT JOBS	90	3.4111111	1.0902473	1.000000	5.000000
V23	SUPERVISOR HAS STRONG TECHNICAL SKILLS	90	3.5333333	1.0298904	1.000000	5.000000
V24	PROMOTION DEPENDS ON PERFORMANCE	90	2.8888889	1.2670806	1.000000	5.000000
V25	NEW WAYS TO DO JOB LEADS TO GOOD PERFCM	90	3.7666667	0.9720822	1.000000	5.000000
V26	IF I COULD WOULD CHANGE JOBS IN DS	90	3.2333333	1.1808395	1.000000	5.000000
V27	WILL BE PROMOTED IF YOU PERFORM WELL	90	2.8535556	1.2137889	1.000000	5.000000
V28	SUPERVISOR DEMAND PEOPLE DO THEIR BEST	90	3.9444444	0.8658452	1.000000	5.000000
V29	PAY DETERMINED BY MY JOB PERFORMANCE	90	2.3333333	1.0385816	1.000000	5.000000
V30	GET SAME BENEFITS WORKING ELSEWHERE	90	2.7444444	1.0868066	1.000000	5.000000
V31	MY SUPERVISOR WORKS WELL WITH PEOPLE	90	3.6111111	0.9679637	1.000000	5.000000
V32	SATISFIED WITH JOB CLASSIF PROCEDURES	90	3.2000000	1.1036202	1.000000	5.000000
V33	JOB ALLOWS ME TO ACHIEVE SATISFACTION	90	3.6555556	0.9499984	1.000000	5.000000
V34	SUPERVISOR INTERESTED IN MY OPINION	90	3.7666667	0.9604540	1.000000	5.000000
V35	DS GIVES OK TRAINING TO DO JOB WELL	89	3.6067416	1.0403013	1.000000	5.000000
V36	IF DS SAVES MONEY WE SHARE SAVINGS	89	2.2696629	1.0741174	1.000000	5.000000
V37	BE DEMOTED/REMOVED IF PERFORM POORLY	88	3.4431818	1.0267453	1.000000	5.000000
V38	CONFLICT IN UNITS EFFECTS JOB DONE	89	3.0674157	1.0849985	1.000000	5.000000
V39	SUPERVISOR INFORMED ON HOW WE FEEL	89	3.4943820	1.0348869	1.000000	5.000000
V40	MGT CONCERNED ABOUT ME AS A PERSON	89	3.2696629	1.1358221	1.000000	5.000000
V41	TELL COWORKERS IF NOT WORKING HARD	89	3.7078652	0.8944557	1.000000	5.000000
V42	NECESSARY TO MIN COSTS MAX PERFCM	89	4.3033708	0.6640868	1.000000	5.000000
V43	WORK HARD GET GOOD JOB PERFORMANCE	89	3.6404494	1.1000743	1.000000	5.000000
V44	SUPPORT OTHER DIRECTORATES-MAINTEN	89	4.3707865	0.5717203	2.000000	5.000000
V45	LIKE THE WAY UNION HANDLES THINGS	89	2.7640449	1.0002553	1.000000	5.000000
V46	COORDIN WITH WORK UNITS IS GOOD IN DS	89	3.4382022	0.9994891	1.000000	5.000000
V47	HARD TO LEAVE JOB, EVEN IF WANTED TO	88	3.5795455	1.0904137	1.000000	5.000000
V48	PAY DIFFERENCES REFLECT TYPE OF JOB	89	3.0449438	1.1272464	1.000000	5.000000
V49	RESPONSIBLE HOW WELL WORK GETS DONE	87	3.9080460	0.8974406	1.000000	5.000000

Table 8.2--continued

----- SITENAME=NR -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V50	SUPERVISOR SETS CLEAR GOALS FOR ME	87	3.5977011	0.9579505	1.0000000	5.0000000
V51	GIVEN SIMPLER WORK IF DO JOB POORLY	87	2.5057471	0.9868150	1.0000000	5.0000000
V52	DS PEOPLE DO THINGS BEHIND ONES BACK	87	3.2873563	1.2659039	1.0000000	5.0000000
V53	HELP DS BY HELPING SECTION TO DO JOB	87	4.2873563	0.6082389	2.0000000	5.0000000
V54	IN GENERAL, LIKE WORKING HERE	87	4.1724138	0.6683353	2.0000000	5.0000000
V55	HAVE SAY ON HOW TO DO MY JOB	87	3.8160920	1.0946884	1.0000000	5.0000000
V56	TELL SUPRVR HON OTHERS CAN IMPROVE	87	3.5632104	0.9729020	1.0000000	5.0000000
V57	COWORKERS AFRAID TO EXPRESS REAL VIEWS	87	2.8735632	1.1793238	1.0000000	5.0000000
V58	GENERALLY SATISFIED WITH JOB	87	3.9770115	0.7309919	1.0000000	5.0000000
V59	EMPLOYEES GET - PAY FOR - WORK	87	2.9310345	1.0868463	1.0000000	5.0000000
V60	WORK HARDER IF WILL GET MORE PAY	87	2.6551724	1.1291856	1.0000000	5.0000000
V61	RESPECT FROM PEERS BY WORKING HARD	87	3.6896552	1.0151222	1.0000000	5.0000000
V62	RESPONSIBLE FOR HELPNG DS IMPROVE PERF	87	4.0114943	0.8421215	1.0000000	5.0000000
V63	LOW PERFORMERS TEND TO LEAVE DS	89	2.3595506	0.8822388	1.0000000	5.0000000
V64	MORE MONEY FOR BLUE THAN WHITE COLLAR	89	2.5730337	1.1168914	1.0000000	5.0000000
V65	NEW EMPLOYEES IN DS ARE WELL QUALIFIED	89	2.8539326	0.9833912	1.0000000	5.0000000
V66	DISCIPLINARY ACTIONS IN DS ARE FAIR	89	3.6741573	0.8226244	1.0000000	5.0000000
V67	EMPLOYEES USE GRIEVNCE AND APPEAL RIGHTS	89	3.8764045	0.6540125	2.0000000	5.0000000
V68	IN WORK UNIT TELL OTHERS HOW WE FEEL	89	3.5955056	0.9009982	1.0000000	5.0000000
V69	HAVE ALL SKILLS NEEDED FOR MY JOB	89	3.8089888	0.9519884	1.0000000	5.0000000
V70	PAY FAIR COMPARED TO OTHER PLACES	89	3.3033708	1.0379667	1.0000000	5.0000000
V71	IN DS, AUTHORITY IS CLEARLY DELEGATED	89	3.6179775	0.9354826	1.0000000	5.0000000
V72	DS DOES WELL IF I DO JOB WELL	89	4.3258427	0.4713443	4.0000000	5.0000000
V73	TELL IDEAS ON HOW OTHERS CAN IMPROVE	89	3.9775281	0.7830234	2.0000000	5.0000000
V74	SUPRVR ENCOURAGE DEVELOPING WORK METHDS	89	3.7752809	0.9741291	1.0000000	5.0000000
V75	SUPRVR HELPS ME SOLVE WORK PROBLEMS	89	3.7865169	0.9350730	1.0000000	5.0000000
V76	SUBJECT TO ACTION, WOULD BE TOLD RIGHTS	89	3.9662921	0.7142930	2.0000000	5.0000000
V77	HAVE AUTHORITY TO ACCOMPLISH WORK GOALS	89	3.6629213	0.9763548	1.0000000	5.0000000
V78	DO JOB BETTER WITH QUALITY CONTROL PGMS	89	3.6292135	0.9339800	1.0000000	5.0000000
V79	RECEIVE MORE MONEY IF WORK HARDER	89	2.4382022	0.9529268	1.0000000	5.0000000
V80	DS SHOULD MAINTAIN HIGH WORK QUALITY	89	4.3370787	0.5629432	2.0000000	5.0000000
V81	ALL IN ALL, SATISFIED WITH JOB	89	3.2471910	1.0689938	1.0000000	5.0000000
V82	IF PERFORM WELL GET LARGE PAY INCREASE	89	2.2247191	0.8223139	1.0000000	5.0000000
V83	TOO MUCH AT STAKE IN JOB TO CHANGE JOB	89	3.5842697	1.1058624	1.0000000	5.0000000
V84	MONEY REWARD SELDOM RELATED TO JOB PERF	89	3.2247191	1.2224492	1.0000000	5.0000000
V85	OFTEN THINK ABOUT QUITTING	89	1.9101124	1.0184709	1.0000000	5.0000000
V86	MY JOB IS CHALLENGING	89	3.8876404	0.9100225	1.0000000	5.0000000
V87	PAY FAIR COMPARED TO OTHER DIRECTORATES	89	3.2359551	1.0662431	1.0000000	5.0000000
V88	MGT IS FLEXIBLE TO MAKE CHANGES	89	3.4719101	1.0880538	1.0000000	5.0000000
V89	ON JOB KNOW EXACTLY WHAT IS EXPECTED	89	3.8426966	0.8905932	1.0000000	5.0000000
V90	MY JOB IS MEANINGFUL TO ME	89	4.0674157	0.7354305	2.0000000	5.0000000
V91	SATISFIED WITH CHANCES TO LEARN MORE-JOB	87	3.8160920	0.8697599	1.0000000	5.0000000
V92	OPPORTUNITY TO PARTICIPE IN TRAINNG PGMS	87	3.6781609	0.9583689	1.0000000	5.0000000
V93	MGT + UNION WILLING TO TRY NEW SOLUTIONS	87	3.2873563	0.9633764	1.0000000	5.0000000
V94	IN MY WORK UNIT OPINIONS GET LISTENED TO	87	3.4597701	1.0869693	1.0000000	5.0000000
V95	SAVE MONEY IN DS BY WORKNG HARDER/BETTER	87	3.6781609	0.9941018	1.0000000	5.0000000
V96	SUPRVR CONCERNED ABOUT ME AS A PERSON	87	3.6551724	1.0435582	1.0000000	5.0000000
V97	HAVE IDEAS HOW CAN DO A BETTER JOB	87	4.0114943	0.4940166	2.0000000	5.0000000
V98	MGT WILL NEGOTIATE ON FEW SPECIFC ISSUES	87	2.9885057	0.9704261	1.0000000	5.0000000

Table B.2--continued

SITENAME=WR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V99	BETTER JOB SECURITY IF PERFORM VERY WELL	87	3.3218391	1.1462198	1.0000000	5.0000000
V100	ALL IN ALL, SATISFIED WITH MY WORK UNIT	87	3.7471264	0.7658160	1.0000000	5.0000000
V101	SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS	87	3.0114943	1.1048966	1.0000000	5.0000000
V102	COMPETITION FOR JOBS IS FAIR + OPEN	87	2.5632184	1.1278829	1.0000000	5.0000000
V103	SATISFIED WITH THE AMT OF JOB SECURITY	86	3.5697674	0.9645566	1.0000000	5.0000000
V104	PREFER NO ANNUAL PERFORMANCE APPRAISAL	86	3.7325581	1.3143947	1.0000000	5.0000000
V105	IN NEXT YEAR WILL LOOK FOR NEW JOB	89	2.1011236	1.0557736	1.0000000	5.0000000
V106	HARD WORK WILL GET RECOGNIZED	89	3.5842697	1.1160909	1.0000000	5.0000000
V107	UNION-MORE MEANINGFUL WORK FOR MEMBERS	89	2.9550562	0.8381543	1.0000000	5.0000000
V108	UNION-FAIRER JOB CLASSIFICATIONS	89	3.0674157	0.8366295	1.0000000	5.0000000
V109	UNION-FAIRER PROMOTION POLICIES	89	2.7865169	0.9471478	1.0000000	5.0000000
V110	UNION AND NON-WAGE ISSUES-HOW SATISFED	89	2.9887640	0.8854170	1.0000000	5.0000000
RSN1	REASON-MORE RESPONSIBILITY	90	0.1777778	0.3844675	0	1.0000000
RSN2	REASON-BETTER PAY	90	0.7333333	0.4446941	0	1.0000000
RSN3	REASON-MORE JOB SECURITY	90	0.2888889	0.4557854	0	1.0000000
RSN4	REASON-BETTER SUPERVISORS	90	0.0777778	0.2693220	0	1.0000000
RSN5	REASON-MORE INTERESTING WORK	90	0.2555556	0.4386166	0	1.0000000
RSN6	REASON-MORE IMPORTANT PROGRAM	90	0.1000000	0.3016807	0	1.0000000
RSN7	REASON-BETTER WORKING CONDITIONS	90	0.1777778	0.3844675	0	1.0000000
RSN8	REASON-MORE CONVENIENT WRKING HRS	90	0.0555556	0.2303447	0	1.0000000
RSN9	REASON-BETTER PROMOTION OPPORTUNITIES	90	0.5444444	0.5008108	0	1.0000000
RSN10	REASON-MORE CONGENIAL COLLEAGUES	90	0.0333333	0.1805111	0	1.0000000
RSN11	REASON-BETTER GEOPGRAPHICAL LOCATION	90	0.0444444	0.2072349	0	1.0000000
RSN12	REASON-BETTER BENEFITS	90	0.3555556	0.4813630	0	1.0000000
V114	IMPT QUALITY OF YOUR WORK AND YOUR PAY	88	3.5568182	1.1532857	1.0000000	5.0000000
V115	IMPT QUALITY OF WORK UNIT AND YOUR PAY	88	3.5909091	1.1000142	1.0000000	5.0000000
V116	IMPT AMT OF RESPONSILITY AND YOUR PAY	88	3.5340909	1.1541914	1.0000000	5.0000000
V117	IMPT LENGTH OF SERVICE AND YOUR PAY	88	2.9431818	1.2897291	1.0000000	5.0000000
V118	WILLING TO SERVE ON UNION/MGT COMMITT	89	1.5056180	0.5028011	1.0000000	2.0000000
V119	RATE AMT OF WORK EFFORT ON YOUR JOB	88	4.2159091	0.6333430	2.0000000	5.0000000
V120	IMPT-CHALLNGING WORK RESPONSIBILITIES	88	4.0681818	0.7848487	2.0000000	5.0000000
V121	IMPT-CHANCE TO ACCOMPLISH WORTHWHILE	88	4.1704545	0.8998287	1.0000000	5.0000000
V122	IMPT-CHANCE TO LEARN NEW THINGS	88	4.1363636	0.8190521	1.0000000	5.0000000
V123	IMPT-FEELING OF ACCOMPLISHMENT ON JOB	88	4.4090909	0.7970688	2.0000000	5.0000000
V124	IMPT-RETIREMENT BENEFITS	88	4.5397727	0.7551417	1.0000000	5.0000000
V125	IMPT-CHANCES FOR PROMOTION	88	4.1818182	0.9290392	1.0000000	5.0000000
V126	IMPT-AMT OF JOB SECURITY	88	4.3068182	0.8887283	1.0000000	5.0000000
V127	IMPT-OBTAINNG PERMANENT POSITION	88	4.1590909	1.1634902	1.0000000	5.0000000
V128	TAKES TOO LONG TO GET DECISIONS MADE	90	2.9777778	1.1013554	1.0000000	5.0000000
V129	MY PAY BASED PARTLY ON WORKERS I SUPER	90	2.8333333	1.1142590	1.0000000	5.0000000
V130	FEWER EMPLOYEES IN WORK I SUPERVISE	90	2.0222222	1.0274631	1.0000000	5.0000000
V131	STAFFING FLEXIBLTY TO MEET WORK LOAD	90	2.9444444	1.0950462	1.0000000	5.0000000
V132	AUTHORITY TO HIRE PEOPLE WHEN NEEDED	90	2.2000000	1.1137547	1.0000000	5.0000000
V133	MGT SUPPORTS SUPERV PERSONNEL DECISI	90	3.4222222	1.1215737	1.0000000	5.0000000
V134	IN DS JOBS ARE CLASSIFIED FAIRLY	90	3.2555556	1.1072906	1.0000000	5.0000000
V135	NEED PERSONNEL APPRAISAL TO MANAGE EMP	90	2.4777778	1.1140349	1.0000000	5.0000000
V136	CRITERIA TO GRADE SUPERVISORS IS FAIR	90	2.9000000	1.0498796	1.0000000	5.0000000
V137	PERSONNEL HELPS ME PERFORM EFFECTIVELY	90	3.5333333	1.0078345	1.0000000	5.0000000
V138	MY PAY BASED ON # AND GRADE OF PEOPLE	90	3.4222222	1.1609544	1.0000000	5.0000000

Table B.2--continued

----- SITENAME=WR -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V139	TOO LONG TO PROCESS PAPERWORK FOR HIREES	90	3.6222222	1.0340036	1.0000000	5.0000000
V140	SUPERVSRs COOPERATE TOGETHER FOR DS GOAL	90	3.5222222	1.0729334	1.0000000	5.0000000
V141	HAVE AUTHORITY TO DETERMINE EMPLOYEE PAY	90	1.9777778	0.9478275	1.0000000	5.0000000
V142	SUPERISORS RECOGNIZED FOR HELPING EMPLOY	90	3.2000000	1.1137547	1.0000000	5.0000000
V143	LINE MGT WITH VALUABLE SUPPORT SERVICES	89	3.4831461	0.9666291	1.0000000	5.0000000
V144	MY SUPERVSR WORK CAN BE DONE-LESS MID-S	89	2.4157303	0.9863729	1.0000000	5.0000000
V145	DEVOTE TOO MUCH TIME TO POSITION CLASSF	89	2.2022472	0.6064010	1.0000000	4.0000000
V146	HAVE ENOUGH AUTHORITY TO PROMOTE PEOPLE	89	2.4044944	1.2221358	1.0000000	5.0000000
V147	CAN HELP PEOPLE I SUPERVISE IMPROVE	89	3.4269663	1.0540791	1.0000000	5.0000000
V148	CAN INFLUENCE CLASSIFICATION DECISIONS	89	2.6741573	1.1055159	1.0000000	5.0000000
V149	MANAGING LIMITED BY UNNECESSARY RULES	89	3.5617978	1.0219751	1.0000000	5.0000000
V150	CAN REMOVE PEOPLE WHO PERFORM POORLY	89	2.8202247	1.2299464	1.0000000	5.0000000
V152	HOW LONG WORKED IN DS?	89	3.9438202	0.2763212	2.0000000	4.0000000
V153	EVER BEEN MEMBER OF A QUALITY CIRCLE-DS	87	1.4712644	0.5020674	1.0000000	2.0000000
V154	IN QUALITY CIRCLE NOW?	47	1.6595745	0.4789752	1.0000000	2.0000000
V155	HOW LONG BEEN IN THIS QUALITY CIRCLE?	16	2.7500000	1.6931233	1.0000000	6.0000000
V156	WHAT IS YOUR PAY CATEGORY	86	2.8604651	1.9107300	1.0000000	5.0000000
V157	WHAT IS YOUR PAY GRADE	86	9.3023256	2.9388664	2.0000000	14.0000000
V158	HOW LONG BEEN ON CURRENT PAY LEVEL/GRADE	89	3.1685393	0.7266979	1.0000000	4.0000000
V159	TYPE OF APPOINTMENT SERVING UNDER	89	3.9101124	0.4680824	1.0000000	5.0000000
V160	HOW LONG WORKED WITH IMMEDIATE SUPR?	88	4.0681818	1.3543922	1.0000000	6.0000000
V161	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	88	4.8295455	0.8196101	3.0000000	6.0000000
V162	YEARS WORKED IN PRIVATE SECTOR	88	3.4204545	1.4119489	1.0000000	5.0000000
V163	10 YRS HOW MANY TIMES MOVED-FED AGENCY	88	1.1704545	0.5915417	1.0000000	4.0000000
V165	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	88	1.9659091	0.1825026	1.0000000	2.0000000
V168	AGE	87	3.2183908	0.9076585	2.0000000	6.0000000
V169	SEX	85	1.2823529	0.4528157	1.0000000	2.0000000
V170	RACE	87	1.7011494	0.5084162	1.0000000	3.0000000
V171	HISPANIC/NON HISPANIC	75	1.9733333	0.1621922	1.0000000	2.0000000
V172	EDUCATION LEVEL	88	5.7045455	2.0350893	2.0000000	11.0000000
V173	ADEQUATELY INFORMED ON PACER SHARE DEMO	0
V174	UNDERSTAND HOW THIS DEMO WILL EFFECT ME	0
V175	IN FAVOR OF THE PACER SHARE DEMO	0
V228	NEED HELP WITH DECISION-RECEIVE HELP	89	3.8651685	0.9069305	1.0000000	5.0000000
V229	DECISIONS RESULT IN OVERALL SUPPORT	89	3.7977528	0.8551950	1.0000000	5.0000000
V230	MGT ALLOWS USE OF KNOWLDRG FROM CLASS	89	3.3932584	1.0935553	1.0000000	5.0000000
V231	OPPORTNITY TO PARTICIPATE-QUALITY CIRC	89	3.8089888	1.0431204	1.0000000	5.0000000
V232	QUALITY CIRCLE,ETC ALLOWS IMPROVEMNT	89	3.8876404	0.8179548	1.0000000	5.0000000
V233	TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT	0
V234	TEAM BLDG IMPROVED RELATONSHIP WITH SUPR	0
V235	PARTICIPATIVE TYPE ALLOWS PROMOTION	89	3.1797753	0.9718983	1.0000000	5.0000000
V236	DIVISION SUPPORTS TEAM BLDG EFFORT	0
V237	SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA	89	3.7078652	0.8944557	1.0000000	5.0000000
V238	TEAM BLDG IMPROVES RELATONSHP WITH PEERS	0
V239	CAN SHARE IDEAS-MISSION RELATED ISSUES	89	3.6516854	0.9897328	1.0000000	5.0000000
V240	TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS	0
V241	BELIEVE MGT WANTS TO HEAR IDEAS	89	3.5505618	1.0976342	1.0000000	5.0000000
V242	NEW EMPLOYEES-MGT WANTS PARTCIPTIVE TYPES	89	2.9775281	0.9767470	1.0000000	5.0000000
V243	STAFENG FLEXIBLITY FOR SUPERVISRY JOBS	88	3.1136364	1.0873549	1.0000000	5.0000000

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Table B.2--continued

SITENAME=WR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
V267	DS BACKS ME WHEN I MAKE A DECISION	89	3.6179775	0.9232553	1.0000000	5.0000000
V272	WHAT IS YOUR PAY CATEGORY AND PAY LEVEL	0
V301	HOW MUCH KNOWN ABOUT DLA?	85	2.3294118	0.8644877	1.0000000	4.0000000
V302	DLA CHG: COORD AMONG WORK UNITS	77	2.4935065	1.0211368	1.0000000	5.0000000
V303	DLA CHG: RELATN BTWN JOB SECURITY/PERF	77	2.6493506	1.0357585	1.0000000	5.0000000
V304	DLA CHG: MEANINGFULNESS OF WORK	77	2.9480519	0.8413039	1.0000000	5.0000000
V305	DLA CHG: HOW MUCH SAY OVER WORK I DO	77	2.9610390	0.7884838	1.0000000	5.0000000
V306	DLA CHG: UNION/MANAGEMENT COOPERATION	77	2.8441558	0.6296393	1.0000000	5.0000000
V307	DLA CHG: CHANCE TO LEARN NEW THINGS	77	3.0000000	0.7433919	1.0000000	5.0000000
V308	DLA CHG: HOW WELL UNIT WORKS TOGETHER	77	3.0129870	0.6976183	1.0000000	5.0000000
V309	DLA CHG: EMPLOYEE TRUST IN MANAGEMENT	77	2.8311688	0.8796321	1.0000000	5.0000000
V310	DLA CHG: KNOWING WHATS EXPECTED ON JOB	77	2.9480519	0.8255158	1.0000000	5.0000000
V311	DLA CHG: AMT TOLD RE:GRIEVANCE RIGHTS	77	2.9610390	0.6774868	1.0000000	5.0000000
V312	DLA CHG: RELATN BTWN \$REWARDS/PERF	77	2.7662338	0.7235894	1.0000000	5.0000000
V313	DLA CHG: HOW WELL I LIKE WORKING HERE	77	2.8441558	0.7790841	1.0000000	5.0000000
V314	DLA CHG: SUPV ENCOURAGE PARTICIPATION	77	2.9220779	0.6018881	1.0000000	5.0000000
V315	DLA CHG: PAY COMPARED TO OTHER EMPS	77	2.5844156	0.9083045	1.0000000	5.0000000
V316	DLA CHG: LIKELY TO MOVE INSTALLATIONS	77	2.6753247	1.1521326	1.0000000	5.0000000
V317	TI CHG: HOW MUCH SAY OVER WORK I DO	0
V318	TI CHG: EMPLOYEE TRUST IN MANAGEMENT	0
V319	TI CHG: KNOWING WHATS EXPECTED ON JOB	0
V320	TI CHG: RELATN BTWN \$REWARDS/PERF	0
V321	TI CHG: HOW WELL I LIKE WORKING HERE	0
V325	HOW MUCH KNOWN ABOUT THE RIF?	82	2.2317073	0.7745772	1.0000000	4.0000000
V326	WAS YOUR JOB AFFECTED BY THE RIF?	78	1.1153846	0.4552941	1.0000000	4.0000000
V327	RIF CHG: MEANINGFULNESS OF WORK	76	2.9210526	0.7073548	1.0000000	5.0000000
V328	RIF CHG: HOW MUCH SAY OVER WORK I DO	76	2.9539474	0.5783749	1.0000000	4.5000000
V329	RIF CHG: EMPLOYEE TRUST IN MANAGEMENT	76	2.7631579	0.8620661	1.0000000	5.0000000
V330	RIF CHG: HOW WELL I LIKE WORKING HERE	76	3.0000000	0.7659417	1.0000000	5.0000000
V331	RIF CHG: MY JOB SECURITY	76	2.8815789	0.8788948	1.0000000	5.0000000

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Table B.3
 MEANS FOR SCALES
 NONSUPERVISORS
 ----- SITENAME=OC -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	381	3.1384514	0.8307561	1.0000000	5.0000000
PM03B	EXPECTANCY	377	3.2785146	0.9586307	1.0000000	5.0000000
PM04	EXTERNAL EQUITY	387	2.8397933	0.9441217	1.0000000	5.0000000
PM05B	EXTRINSIC REWARD IMPORTANCE	388	4.2723368	0.7409145	1.3333333	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	381	3.0476815	0.9343907	1.0000000	5.0000000
PM07	GROUP FUNCTIONING	378	2.9140212	0.9225019	1.0000000	5.0000000
PM08	INTENT TO TURNOVER	392	2.9413265	1.1411289	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	391	3.9491688	0.7719113	1.0000000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	386	3.0751295	1.0177914	1.0000000	5.0000000
PM12	JOB SATISFACTION	398	3.3442211	1.1124911	1.0000000	5.0000000
PM14	OPEN GROUP PROCESS	381	2.5104987	0.8288912	1.0000000	4.7500000
PM15	ORGANIZATIONAL CLIMATE	372	2.3938172	0.7197014	1.0000000	4.0000000
PM17	PAY AS A MOTIVATOR	394	2.0697970	0.8232168	1.0000000	5.0000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	368	2.1028080	0.6986523	1.0000000	4.3333333
PM19	PAY SATISFACTION	387	2.7241602	1.1616348	1.0000000	5.0000000
PM21B	RECONSIDERATION/REDRESS	397	2.7006717	0.8139356	1.0000000	4.6666667
PM23	SATISFACTION WITH PROMOTIONS	393	1.8886768	0.9219435	1.0000000	5.0000000
PM31B	TRAINING OPPORTUNITIES	381	2.7895888	0.9095720	1.0000000	5.0000000
PAYDETRM	PAY DETERMINANTS	394	2.6404399	1.2149015	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	381	2.4356955	0.7751308	1.0000000	4.6000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	362	3.6528127	0.5627128	1.2727273	5.0000000
SUPVNUNT	SATISFACTION WITH SUPERVISION/UNIT	372	2.8548387	0.9443479	1.0000000	5.0000000

Table B.3--continued

----- SITENAME=00 -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	320	3.3660156	0.7040992	1.0000000	5.0000000
PM03B	EXPECTANCY	332	3.4668675	0.8797677	1.0000000	5.0000000
PM04	EXTERNAL EQUITY	333	2.9984985	0.9470138	1.0000000	5.0000000
PM05B	EXTRINSIC REWARD IMPORTANCE	344	4.2897287	0.7074762	1.0000000	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	320	3.1835938	0.9199949	1.0000000	5.0000000
PM07	GROUP FUNCTIONING	330	3.1393939	0.8520276	1.0000000	5.0000000
PM08	INTENT TO TURNOVER	345	2.7579710	1.1030357	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	343	4.0058309	0.7342166	1.2500000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	336	3.2817460	0.9519035	1.0000000	5.0000000
PM12	JOB SATISFACTION	354	3.4830508	0.9870239	1.0000000	5.0000000
PM14	OPEN GROUP PROCESS	319	2.7339342	0.7952706	1.0000000	5.0000000
PM15	ORGANIZATIONAL CLIMATE	312	2.5622329	0.6794559	1.0000000	5.0000000
PM17	PAY AS A MOTIVATOR	345	2.1188406	0.7722053	1.0000000	4.5000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	311	2.2861736	0.6538028	1.0000000	4.5555556
PM19	PAY SATISFACTION	340	2.8889706	1.0338962	1.0000000	5.0000000
PM21B	RECONSIDERATION/REDRESS	344	2.9462209	0.7602652	1.0000000	5.0000000
PM23	SATISFACTION WITH PROMOTIONS	348	2.1293103	0.9648820	1.0000000	5.0000000
PM31B	TRAINING OPPORTUNITIES	329	2.9478217	0.9054540	1.0000000	5.0000000
PAYDETRM	PAY DETERMINANTS	353	2.8762984	1.1855061	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	343	2.6553936	0.7060878	1.0000000	4.2000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	299	3.7458194	0.5116659	2.1818182	4.9090909
SUPVNUNT	SATISFACTION WITH SUPERVISION/UNIT	331	3.0226586	0.8755570	1.0000000	5.0000000

Table B.3--continued

----- SITENAME=SA -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	344	3.3117733	0.8096985	1.0000000	5.0000000
PM03B	EXPECTANCY	356	3.6329588	0.8703712	1.0000000	5.0000000
PM04	EXTERNAL EQUITY	360	3.0958333	0.9447756	1.0000000	5.0000000
PM05B	EXTRINSIC REWARD IMPORTANCE	363	4.4012856	0.7019692	1.0000000	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	344	3.2141473	0.8927815	1.0000000	5.0000000
PM07	GROUP FUNCTIONING	354	3.1574859	0.9762152	1.0000000	5.0000000
PM08	INTENT TO TURNOVER	361	2.6786704	1.0589903	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	363	4.1966253	0.7246765	1.0000000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	356	3.4719101	0.9121801	1.0000000	5.0000000
PM12	JOB SATISFACTION	361	3.7333795	0.9426621	1.0000000	5.0000000
PM14	OPEN GROUP PROCESS	351	2.6691595	0.8229464	1.0000000	5.0000000
PM15	ORGANIZATIONAL CLIMATE	345	2.6557971	0.7278592	1.0000000	4.5000000
PM17	PAY AS A MOTIVATOR	353	2.4291785	0.8985934	1.0000000	5.0000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	345	2.4938808	0.7245281	1.0000000	4.7777778
PM19	PAY SATISFACTION	352	2.8650568	1.1232333	1.0000000	5.0000000
PM21B	RECONSIDERATION/REDRESS	364	2.8782051	0.8607348	1.0000000	5.0000000
PM23	SATISFACTION WITH PROMOTIONS	364	2.3468407	1.1044287	1.0000000	5.0000000
PM31B	TRAINING OPPORTUNITIES	363	3.0101010	0.9951797	1.0000000	5.0000000
PAYDETRM	PAY DETERMINANTS	367	3.2670300	1.1730219	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	362	2.5881215	0.8374856	1.0000000	5.0000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	338	3.8770845	0.5200590	1.3636364	4.9090909
SUPVNUNT	SATISFACTION WITH SUPERVISION/UNIT	355	3.0060362	0.9133560	1.0000000	5.0000000

Table B.3--continued

----- SITENAME-SM -----						
Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	800	3.1053125	0.8354549	1.0000000	5.0000000
PM03B	EXPECTANCY	793	3.2463220	0.9118688	1.0000000	5.0000000
PM04	EXTERNAL EQUITY	808	2.5235149	0.9987931	1.0000000	5.0000000
PM05B	EXTRINSIC REWARD IMPORTANCE	844	4.1848341	0.8195976	1.0000000	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	797	3.0046006	0.9288890	1.0000000	5.0000000
PM07	GROUP FUNCTIONING	822	3.0921533	0.9667631	1.0000000	5.0000000
PM08	INTENT TO TURNOVER	849	2.9275618	1.1184532	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	845	3.8637574	0.8761963	1.0000000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	816	3.1082516	1.0462345	1.0000000	5.0000000
PM12	JOB SATISFACTION	857	3.3868145	1.0245360	1.0000000	5.0000000
PM14	OPEN GROUP PROCESS	807	2.8100991	0.8557282	1.0000000	5.0000000
PM15	ORGANIZATIONAL CLIMATE	782	2.3542199	0.7039111	1.0000000	4.0000000
PM17	PAY AS A MOTIVATOR	840	2.0386905	0.8715935	1.0000000	4.5000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	776	1.9898339	0.6681823	1.0000000	4.1111111
PM19	PAY SATISFACTION	833	2.5921369	1.1579008	1.0000000	5.0000000
PM21B	RECONSIDERATION/REDRESS	849	2.7508834	0.8183445	1.0000000	5.0000000
PM23	SATISFACTION WITH PROMOTIONS	826	1.8159806	0.8893505	1.0000000	5.0000000
PM31B	TRAINING OPPORTUNITIES	826	2.7637207	0.9679529	1.0000000	5.0000000
PAYDETRM	PAY DETERMINANTS	859	2.6903376	1.2927822	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	838	2.1758950	0.8427448	1.0000000	4.4000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	763	3.6684142	0.6083424	1.0000000	5.0000000
SUPVNUNT	SATISFACTION WITH SUPERVISION/UNIT	785	2.8773430	0.9759886	1.0000000	5.0000000

Table B.3--continued

SITENAME=MR

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	294	3.2278912	0.7400795	1.0000000	5.0000000
PM03B	EXPECTANCY	300	3.2122222	0.9548322	1.0000000	5.0000000
PM04	EXTERNAL EQUITY	301	2.7906977	0.9571032	1.0000000	5.0000000
PM05B	EXTRINSIC REWARD IMPORTANCE	302	4.4034216	0.6889676	1.6666667	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	295	3.4005650	0.7982997	1.0000000	5.0000000
PM07	GROUP FUNCTIONING	298	3.1140940	0.8944664	1.0000000	5.0000000
PM08	INTENT TO TURNOVER	302	2.7913907	1.0594577	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	302	4.0057947	0.7530169	1.2500000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	302	3.2295806	0.9413870	1.0000000	5.0000000
PM12	JOB SATISFACTION	303	3.3712871	1.0594579	1.0000000	5.0000000
PM14	OPEN GROUP PROCESS	294	2.7261905	0.8330489	1.0000000	4.7500000
PM15	ORGANIZATIONAL CLIMATE	292	2.5448059	0.6480907	1.0000000	4.5000000
PM17	PAY AS A MOTIVATOR	301	2.0897010	0.8368155	1.0000000	5.0000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	292	2.1318493	0.6695267	1.0000000	4.7777778
PM19	PAY SATISFACTION	302	2.5347682	1.0704191	1.0000000	5.0000000
PM21B	RECONSIDERATION/REDRESS	302	2.9006623	0.8049264	1.0000000	4.6666667
PM23	SATISFACTION WITH PROMOTIONS	305	1.9180328	0.8856510	1.0000000	5.0000000
PM31B	TRAINING OPPORTUNITIES	299	3.0579710	0.9302595	1.0000000	5.0000000
PAYDETRM	PAY DETERMINANTS	304	2.8662281	1.2698067	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	298	2.5802013	0.7124510	1.0000000	4.8000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	287	3.7931581	0.4589505	2.3636364	5.0000000
SUPVWUNT	SATISFACTION WITH SUPERVISION/UNIT	301	3.1419079	0.8234648	1.0000000	5.0000000

Table B.4
MEANS FOR SCALES
SUPERVISORS

SITENAME=OC

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	123	3.4857724	0.7822970	1.2500000	5.0000000
PM03B	EXPECTANCY	122	3.4781421	0.8865775	1.0000000	5.0000000
PM04	EXTERNAL EQUITY	129	2.7093023	0.9072143	1.0000000	5.0000000
PM05B	EXTRINSIC REWARD IMPORTANCE	130	4.1435897	0.8068809	1.0000000	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	122	3.3743169	0.8542315	1.0000000	5.0000000
PM07	GROUP FUNCTIONING	128	3.4726563	0.7813238	1.0000000	5.0000000
PM08	INTENT TO TURNOVER	130	2.6038462	1.0205185	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	131	4.1488550	0.6994356	1.0000000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	129	3.6408269	0.8616163	1.0000000	5.0000000
PM12	JOB SATISFACTION	129	3.6821705	0.8681382	1.0000000	5.0000000
PM14	OPEN GROUP PROCESS	127	3.0984252	0.8557448	1.2500000	5.0000000
PM15	ORGANIZATIONAL CLIMATE	119	2.6638655	0.8141820	1.0000000	4.5000000
PM17	PAY AS A MOTIVATOR	127	2.1889764	0.8259894	1.0000000	4.5000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	122	2.5045537	0.6922174	1.0000000	4.4444444
PM19	PAY SATISFACTION	128	3.1484375	1.0278779	1.0000000	5.0000000
PM21B	RECONSIDERATION/REDRESS	132	3.5429293	0.7598997	1.0000000	5.0000000
PM23	SATISFACTION WITH PROMOTIONS	131	2.5419847	0.9923518	1.0000000	5.0000000
PM26	PERSONNEL OFFICE HELPFULNESS	133	2.5770677	0.6615670	1.0000000	4.0000000
PM27	AUTHORITY	133	2.3214286	0.8696108	1.0000000	4.7500000
CLASSSAT	CLASSIFICATION	124	2.7137097	0.7129846	1.0000000	4.4000000
PM30	SATISFACTION	133	2.7077068	0.6887707	1.0000000	4.3750000
PM31B	TRAINING OPPORTUNITIES	128	3.2161458	0.8537805	1.0000000	4.6666667
PAYDETRM	PAY DETERMINANTS	132	3.0757576	1.1997956	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	125	2.4224000	0.7414963	1.0000000	4.0000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	119	3.9831933	0.4819136	2.0909091	5.0000000
SUPVNUNT	SATISFACTION WITH SUPERVISION/UNIT	123	3.2253194	0.8610388	1.0000000	5.0000000

Table B.4--Continued

SITENAME=00

Variable Label	N	Mean	Std Dev	Minimum	Maximum
PM02 CONTROL OVER WORK	92	3.4211957	0.8093965	1.0000000	5.0000000
PM03B EXPECTANCY	96	3.6597222	0.6924474	1.3333333	5.0000000
PM04 EXTERNAL EQUITY	96	2.6406250	0.9450790	1.0000000	4.5000000
PM05B EXTRINSIC REWARD IMPORTANCE	97	4.2061856	0.7319483	2.6666667	5.0000000
PM06 GENERAL SUPERVISION/DIRECTION	92	3.4094203	0.9146792	1.0000000	5.0000000
PM07 GROUP FUNCTIONING	93	3.5295699	0.7489571	1.0000000	4.7500000
PM08 INTENT TO TURNOVER	100	2.5550000	0.8986381	1.0000000	5.0000000
PM10 INTRINSIC REWARD IMPORTANCE	97	4.1520619	0.6500768	3.0000000	5.0000000
PM11 INTRINSIC WORK SATISFACTION	99	3.5656566	0.7974656	1.0000000	5.0000000
PM12 JOB SATISFACTION	99	3.6641414	0.7882764	1.0000000	5.0000000
PM14 OPEN GROUP PROCESS	92	3.1766304	0.7690243	1.0000000	4.5000000
PM15 ORGANIZATIONAL CLIMATE	92	2.7173913	0.8073756	1.0000000	4.3333333
PM17 PAY AS A MOTIVATOR	99	2.0505051	0.7676327	1.0000000	4.0000000
PM18D PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	89	2.5568040	0.6640298	1.0000000	4.0000000
PM19 PAY SATISFACTION	98	2.8979592	1.0328601	1.0000000	4.5000000
PM21B RECONSIDERATION/REDRESS	99	3.5404040	0.6415732	1.0000000	5.0000000
PM23 SATISFACTION WITH PROMOTIONS	100	2.5000000	1.0224747	1.0000000	4.5000000
PM26 PERSONNEL OFFICE HELPFULNESS	102	2.7279412	0.7001617	1.0000000	4.0000000
PM27 AUTHORITY	102	2.2843137	0.6876197	1.0000000	4.0000000
CLASSSAT CLASSIFICATION	95	2.7368421	0.6272284	1.0000000	4.0000000
PM30 SATISFACTION	101	2.7636139	0.6324311	1.2500000	4.0000000
PM31B TRAINING OPPORTUNITIES	97	3.2817869	0.7551370	1.0000000	4.6666667
PAYDETRM PAY DETERMINANTS	99	3.0606061	1.2411717	1.0000000	5.0000000
UNIONSAT UNION SATISFACTION	99	2.4161616	0.8018737	1.0000000	4.2000000
ORGINVOL ORGANIZATIONAL INVOLVEMENT	88	3.9576446	0.4512838	2.7272727	5.0000000
SUPVNUNT SATISFACTION WITH SUPERVISION/UNIT	95	3.2917293	0.8977019	1.0000000	4.8571429

Table B.4--continued

SITENAME=SA

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	134	3.5932836	0.7891842	1.0000000	5.0000000
PM03B	EXPECTANCY	133	3.6691729	0.8483458	1.0000000	5.0000000
PM04	EXTERNAL EQUITY	140	3.0607143	1.0413533	1.0000000	5.0000000
PM05B	EXTRINSIC REWARD IMPORTANCE	138	4.3574879	0.7422349	1.0000000	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	134	3.3942786	0.9173308	1.0000000	5.0000000
PM07	GROUP FUNCTIONING	136	3.5716912	0.7775246	1.0000000	5.0000000
PM08	INTENT TO TURNOVER	140	2.4857143	1.0070665	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	138	4.2952899	0.6968618	1.0000000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	138	3.8454106	0.7306958	1.0000000	5.0000000
PM12	JOB SATISFACTION	139	3.9208633	0.8126246	1.0000000	5.0000000
PM14	OPEN GROUP PROCESS	137	3.0784672	0.8372925	1.0000000	5.0000000
PM15	ORGANIZATIONAL CLIMATE	132	2.8762626	0.8132755	1.0000000	4.8333333
PM17	PAY AS A MOTIVATOR	137	2.4817518	1.0025863	1.0000000	5.0000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	131	2.6878711	0.7951795	1.0000000	4.8888889
PM19	PAY SATISFACTION	137	2.7810219	1.0827208	1.0000000	4.5000000
PM21B	RECONSIDERATION/REDRESS	142	3.5117371	0.7704777	1.0000000	5.0000000
PM23	SATISFACTION WITH PROMOTIONS	140	2.7107143	1.2248445	1.0000000	5.0000000
PM26	PERSONNEL OFFICE HELPFULNESS	141	2.6595745	0.8013808	1.0000000	5.0000000
PM27	AUTHORITY	141	2.4539007	0.8202802	1.0000000	5.0000000
CLASSSAT	CLASSIFICATION	135	2.7837037	0.7527271	1.2000000	5.0000000
PM30	SATISFACTION	141	2.8457447	0.7595579	1.1250000	5.0000000
PM31B	TRAINING OPPORTUNITIES	138	3.2681159	0.9444066	1.0000000	4.6666667
PAYDETRM	PAY DETERMINANTS	141	3.5626478	1.2593364	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	135	2.5955556	0.8715972	1.0000000	5.0000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	129	4.1247357	0.4855970	2.4545455	5.0000000
SUPVNUNT	SATISFACTION WITH SUPERVISION/UNIT	134	3.2414712	0.8911442	1.0000000	5.0000000

Table B.4--continued

----- SITENAME=SM -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	61	3.3401639	0.7945554	1.5000000	4.7500000
PM03B	EXPECTANCY	61	3.4918033	0.8915375	1.0000000	5.0000000
PM04	EXTERNAL EQUITY	62	2.8709677	1.0200269	1.0000000	5.0000000
PM05B	EXTRINSIC REWARD IMPORTANCE	66	3.9898990	0.8691674	2.0000000	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	61	3.3469945	0.8789172	1.5000000	5.0000000
PM07	GROUP FUNCTIONING	63	3.6944444	0.6590628	2.2500000	4.7500000
PM08	INTENT TO TURNOVER	65	2.6538462	1.0035993	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	66	4.1628788	0.7091333	2.5000000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	63	3.7195767	0.9355702	1.3333333	5.0000000
PM12	JOB SATISFACTION	64	3.7187500	0.9548332	1.0000000	5.0000000
PM14	OPEN GROUP PROCESS	59	3.4661017	0.6939667	1.7500000	4.7500000
PM15	ORGANIZATIONAL CLIMATE	60	2.7000000	0.7639475	1.3333333	4.6666667
PM17	PAY AS A MOTIVATOR	63	2.3015873	1.0021738	1.0000000	5.0000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	58	2.2567050	0.7426506	1.0000000	4.3333333
PM19	PAY SATISFACTION	65	2.9846154	1.2341787	1.0000000	5.0000000
PM21B	RECONSIDERATION/REDRESS	64	3.5416667	0.8001323	1.3333333	5.0000000
PM23	SATISFACTION WITH PROMOTIONS	64	2.1796875	0.8654166	1.0000000	4.5000000
PM26	PERSONNEL OFFICE HELPFULNESS	65	2.7576923	0.7473511	1.0000000	4.2500000
PM27	AUTHORITY	65	2.0807692	0.8751202	1.0000000	4.2500000
CLASSSAT	CLASSIFICATION	61	2.8196721	0.7613190	1.2000000	4.6000000
PM30	SATISFACTION	65	2.7057692	0.7582331	1.0000000	4.3750000
PM31B	TRAINING OPPORTUNITIES	62	3.1989247	1.0089936	1.0000000	5.0000000
PAYDETRM	PAY DETERMINANTS	66	2.9898990	1.3178196	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	64	2.7562500	0.8578073	1.0000000	5.0000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	57	4.0366826	0.7282582	2.0000000	5.0000000
SUPVNUNT	SATISFACTION WITH SUPERVISION/UNIT	63	3.3242630	0.8743309	1.2857143	4.8571429

Table 8.4--continued

----- SITENAME=WR -----

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
PM02	CONTROL OVER WORK	84	3.7053571	0.7772758	1.5000000	5.0000000
PM03B	EXPECTANCY	86	3.7131783	0.8022237	1.3333333	5.0000000
PM04	EXTERNAL EQUITY	89	2.9550562	0.9403833	1.0000000	4.5000000
PM05B	EXTRINSIC REWARD IMPORTANCE	88	4.3428030	0.7095220	1.3333333	5.0000000
PM06	GENERAL SUPERVISION/DIRECTION	84	3.7261905	0.7738371	1.8333333	5.0000000
PM07	GROUP FUNCTIONING	86	3.7848837	0.5868194	2.0000000	5.0000000
PM08	INTENT TO TURNOVER	88	2.0056818	0.9453283	1.0000000	5.0000000
PM10	INTRINSIC REWARD IMPORTANCE	88	4.1960227	0.7216369	2.2500000	5.0000000
PM11	INTRINSIC WORK SATISFACTION	89	3.8689139	0.6678361	2.0000000	5.0000000
PM12	JOB SATISFACTION	87	4.0747126	0.6077443	2.0000000	5.0000000
PM14	OPEN GROUP PROCESS	83	3.3072289	0.8239233	1.2500000	5.0000000
PM15	ORGANIZATIONAL CLIMATE	83	3.2449799	0.7883542	1.1666667	5.0000000
PM17	PAY AS A MOTIVATOR	86	2.5581395	0.8725170	1.0000000	5.0000000
PM18D	PAY-PERFORMANCE LINK/PERFORMANCE REWARDS	82	2.8468835	0.7298876	1.0000000	4.8888889
PM19	PAY SATISFACTION	88	3.0738636	1.0044149	1.0000000	5.0000000
PM21B	RECONSIDERATION/REDRESS	89	3.8389513	0.5884244	2.3333333	5.0000000
PM23	SATISFACTION WITH PROMOTIONS	90	2.8722222	1.1281911	1.0000000	5.0000000
PM26	PERSONNEL OFFICE HELPFULNESS	89	2.9634831	0.6598796	1.5000000	4.5000000
PM27	AUTHORITY	89	2.3567416	0.8418119	1.0000000	4.7500000
CLASSSAT	CLASSIFICATION	86	3.1767442	0.6689191	1.6000000	5.0000000
PM30	SATISFACTION	89	3.1348315	0.6768873	1.3750000	4.7500000
PM31B	TRAINING OPPORTUNITIES	86	3.6937984	0.7622037	1.6666667	5.0000000
PAYDETRM	PAY DETERMINANTS	88	3.5606061	1.0064231	1.0000000	5.0000000
UNIONSAT	UNION SATISFACTION	88	2.9022727	0.6622805	1.2000000	4.8000000
ORGINVOL	ORGANIZATIONAL INVOLVEMENT	80	4.1613636	0.4295729	3.0909091	5.0000000
SUPVNUNT	SATISFACTION WITH SUPERVISION/UNIT	88	3.6266234	0.7852833	1.8571429	5.0000000

Table B.5
REGRESSION RESULTS FOR VARIABLES
ALL EMPLOYEES

Dependent Variable: V1

KNOW WHETHER OR NOT MY WORK IS SATISFACT

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	206.94369	9.85446	8.670	0.0001
Error	12915	14679.91404	1.13666		
C Total	12936	14886.85774			

Root MSE	1.06614	R-square	0.0139
Dep Mean	3.79251	Adj R-sq	0.0123
C.V.	28.11176		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.719542	0.08746038	42.528	0.0001	Intercept
V152	1	0.009923	0.01390509	0.714	0.4755	HOW LONG WORKED IN DS?
V156W	1	-0.019853	0.02251782	-0.882	0.3780	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.000140	0.01754363	-0.008	0.9936	RECODED: PAY LEVELS
V159A	1	0.023038	0.02757452	0.835	0.4035	RECODED-CAREER-1, NO CAREER-0
V160	1	0.019361	0.00673546	2.875	0.0041	HOW LONG WORKED WITH IMMEDIATE SUPR7
V161	1	-0.014272	0.01149682	-1.241	0.2145	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.111261	0.02726641	4.081	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.002239	0.00890046	-0.252	0.8014	AGE
V169	1	-0.002518	0.02235079	-0.113	0.9103	SEX
V172	1	-0.021635	0.00619998	-3.490	0.0005	EDUCATION LEVEL
WHS	1	0.036082	0.02683460	1.345	0.1788	1-Hispanic, 0-not
BLK	1	0.034269	0.02834167	1.209	0.2266	1-Black, 0-not
OTH	1	-0.180367	0.04207826	-4.286	0.0001	1-Other, 0-not
SACTO	1	-0.022220	0.03762916	-0.590	0.5549	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.098049	0.02613074	3.752	0.0002	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.001180	0.03327353	-0.035	0.9717	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.193250	0.05263840	-3.671	0.0002	SACTO*FOLUP1
FOLUP2	1	-0.077440	0.03291167	-2.353	0.0186	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.063580	0.05381644	-1.181	0.2375	SACTO*FOLUP2
FOLUP3	1	-0.096360	0.03423839	-2.814	0.0049	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.022261	0.05705543	-0.390	0.6964	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V2

PAY INCREASES DEPENDS ON HOW YOU PERFORM

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1405.05925	66.90758	53.321	0.0001
Error	12915	16205.79819	1.25480		
C Total	12936	17610.85744			
Root MSE		1.12018	R-square	0.0798	
Dep Mean		2.15142	Adj R-sq	0.0783	
C.V.		52.06699			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.475185	0.09189350	26.935	0.0001	Intercept
V152	1	-0.086644	0.01460991	-5.930	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.246220	0.02365918	10.407	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.047541	0.01843287	2.579	0.0099	RECODED: PAY LEVELS
V159A	1	-0.142142	0.02897220	-4.906	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.007425	0.00707686	-1.049	0.2941	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.036479	0.01207956	3.020	0.0025	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.048042	0.02864846	1.677	0.0936	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.042090	0.00935160	4.501	0.0001	AGE
V169	1	-0.059714	0.02348368	-2.543	0.0110	SEX
V172	1	-0.043075	0.00651423	-6.612	0.0001	EDUCATION LEVEL
WHS	1	0.168477	0.02819477	5.975	0.0001	1-Hispanic, 0-not
BLK	1	0.004856	0.02977823	0.163	0.8705	1-Black, 0-not
OTH	1	0.055083	0.04421110	1.246	0.2128	1-Other, 0-not
SACTO	1	-0.213679	0.03953648	-5.405	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.214640	0.02745524	7.818	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.029439	0.03496008	0.842	0.3998	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.291969	0.05530650	-5.279	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.144392	0.03457987	-4.176	0.0001	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.215863	0.05654424	-3.818	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.259223	0.03597383	-7.206	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.138310	0.05994741	-2.307	0.0211	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V3

UNION/MGT ARE HOSTILE TO EACH OTHER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	401.18693	19.10414	17.728	0.0001
Error	12915	13917.62775	1.07763		
C Total	12936	14318.81468			
Root MSE		1.03809	R-square	0.0280	
Dep Mean		3.08409	Adj R-sq	0.0264	
C.V.		33.65951			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.435325	0.08515933	40.340	0.0001	Intercept
V152	1	0.036208	0.01353926	2.674	0.0075	HOW LONG WORKED IN DS?
V156W	1	-0.017540	0.02192538	-0.800	0.4237	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.061479	0.01708206	-3.599	0.0003	RECODED: PAY LEVELS
V159A	1	0.016558	0.02684905	0.617	0.5374	RECODED-CAREER-1,NO CAREER-0
V160	1	0.013905	0.00655825	2.120	0.0340	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.009522	0.01119434	0.851	0.3950	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.099172	0.02654904	-3.735	0.0002	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.026940	0.00866630	-3.109	0.0019	AGE
V169	1	-0.034975	0.02176274	-1.607	0.1081	SEX
V172	1	0.008710	0.00603686	1.443	0.1491	EDUCATION LEVEL
WHS	1	-0.162091	0.02612859	-6.204	0.0001	1-Hispanic,0-not
BLK	1	-0.247068	0.02759601	-8.953	0.0001	1-Black,0-not
OTH	1	-0.125299	0.04097120	-3.058	0.0022	1-Other,0-not
SACTO	1	-0.135440	0.03663915	-3.697	0.0002	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.172104	0.02544325	-6.764	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.030109	0.03239812	0.929	0.3527	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.050125	0.05125350	-0.978	0.3281	SACTO*FOLUP1
FOLUP2	1	0.064296	0.03204577	2.006	0.0448	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.207607	0.05240054	-3.962	0.0001	SACTO*FOLUP2
FOLUP3	1	0.049812	0.03333758	1.494	0.1352	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.268170	0.05555432	-4.827	0.0001	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V4

MY UNIT WORKS WELL TOGETHER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1203.16757	57.29369	40.644	0.0001
Error	12915	18205.57036	1.40965		
C Total	12936	19408.73793			

Root MSE	1.18728	R-square	0.0620
Dep Mean	3.39042	Adj R-sq	0.0605
C.V.	35.01885		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.341647	0.09739838	34.309	0.0001	Intercept
V152	1	-0.055223	0.01548511	-3.566	0.0004	HOW LONG WORKED IN DS?
V156W	1	0.137327	0.02507649	5.476	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.075480	0.01953709	3.863	0.0001	RECODED: PAY LEVELS
V159A	1	-0.018594	0.03070778	-0.605	0.5449	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.011930	0.00750080	-1.591	0.1117	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.005934	0.01280319	-0.463	0.6430	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.053719	0.03036465	1.769	0.0769	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.031998	0.00991181	3.228	0.0012	AGE
V169	1	-0.059660	0.02489047	-2.397	0.0165	SEX
V172	1	-0.013941	0.00690447	-2.019	0.0435	EDUCATION LEVEL
WHS	1	-0.011163	0.02988378	-0.374	0.7087	1-Hispanic,0=not
BLK	1	-0.099072	0.03156209	-3.139	0.0017	1-Black,0=not
OTH	1	-0.284486	0.04685956	-6.071	0.0001	1-Other,0=not
SACTO	1	-0.165214	0.04190491	-3.943	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.557887	0.02909994	19.171	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	0.043498	0.03705436	1.174	0.2405	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.045998	0.05861963	-0.785	0.4327	SACTO*FOLUP1
FOLUP2	1	-0.000575	0.03665138	-0.016	0.9875	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.156571	0.05993153	2.612	0.0090	SACTO*FOLUP2
FOLUP3	1	-0.074002	0.03812885	-1.941	0.0523	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.246103	0.06353856	3.873	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V5

EVERYONE IS INVOLVED IN A DECISION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1155.42409	55.02019	42.148	0.0001
Error	12915	16859.23653	1.30540		
C Total	12936	18014.66062			

Root MSE	1.14254	R-square	0.0641
Dep Mean	2.46858	Adj R-sq	0.0626
C.V.	46.28340		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.355411	0.09372783	25.130	0.0001	Intercept
V152	1	-0.052398	0.01490154	-3.516	0.0004	HOW LONG WORKED IN DS?
V156W	1	0.210319	0.02413145	8.716	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.081066	0.01880081	4.312	0.0001	RECODED: PAY LEVELS
V159A	1	-0.120143	0.02955052	-4.066	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.005240	0.00721812	-0.726	0.4679	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.008376	0.01232069	0.680	0.4966	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.054867	0.02922033	1.878	0.0604	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.048343	0.00953828	5.068	0.0001	AGE
V169	1	-0.028241	0.02395245	-1.179	0.2384	SEX
V172	1	-0.035112	0.00664427	-5.285	0.0001	EDUCATION LEVEL
WHS	1	0.109135	0.02875758	3.795	0.0001	1-Hispanic,0-not
BLK	1	-0.011189	0.03037264	-0.368	0.7126	1-Black,0-not
OTH	1	0.013320	0.04509361	0.295	0.7677	1-Other,0-not
SACTO	1	-0.264720	0.04032568	-6.565	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.469690	0.02800328	16.773	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.048468	0.03565793	-1.359	0.1741	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.073695	0.05641049	1.306	0.1914	SACTO*FOLUP1
FOLUP2	1	0.009842	0.03527013	0.279	0.7802	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.339089	0.05767295	5.880	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.031629	0.03669192	-0.862	0.3887	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.545921	0.06114405	8.928	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V6

DIFFICULT TO MOTIVATE WITH MONEY REWRDS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	628.00471	29.90499	20.405	0.0001
Error	12915	18928.00434	1.46558		
C Total	12936	19556.00905			
Root MSE		1.21061	R-square	0.0321	
Dep Mean		3.53256	Adj R-sq	0.0305	
C.V.		34.27009			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.377444	0.09931207	34.008	0.0001	Intercept
V152	1	0.036520	0.01578936	2.313	0.0207	HOW LONG WORKED IN DS?
V156W	1	-0.074789	0.02556919	-2.925	0.0035	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.014519	0.01992095	-0.729	0.4661	RECODED: PAY LEVELS
V159A	1	0.124563	0.03131112	3.978	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.004499	0.00764817	-0.588	0.5564	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.006562	0.01305474	0.503	0.6152	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.058791	0.03096125	-1.899	0.0576	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.046360	0.01010656	-4.587	0.0001	AGE
V169	1	0.042952	0.02537952	1.692	0.0905	SEX
V172	1	0.011954	0.00704013	1.698	0.0895	EDUCATION LEVEL
WBS	1	-0.229974	0.03047094	-7.547	0.0001	1-Hispanic, 0-not
BLK	1	-0.400329	0.03218222	-12.439	0.0001	1-Black, 0-not
OTH	1	-0.092279	0.04778026	-1.931	0.0535	1-Other, 0-not
SACTO	1	0.110257	0.04272826	2.580	0.0099	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.107328	0.02967170	3.617	0.0003	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.106749	0.03778240	2.825	0.0047	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.192702	0.05977139	3.224	0.0013	SACTO*FOLUP1
FOLUP2	1	0.200402	0.03737150	5.362	0.0001	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.062862	0.06110906	1.029	0.3036	SACTO*FOLUP2
FOLUP3	1	0.180772	0.03887800	4.650	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.004319	0.06478697	-0.067	0.9469	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V7		EMPLOYEES LOSE WHEN CHANGES IN DS				
Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	21	2701.16094	128.62671	120.230	0.0001	
Error	12915	13816.92228	1.06984			
C Total	12936	16518.08322				
Root MSE		1.03433	R-square	0.1635		
Dep Mean		3.39123	Adj R-sq	0.1622		
C.V.		30.50009				
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.762633	0.08485067	44.344	0.0001	Intercept
V152	1	0.099808	0.01349018	7.399	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.150288	0.02184591	-6.879	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.197971	0.01702015	-11.632	0.0001	RECODED: PAY LEVELS
V159A	1	0.082055	0.02675173	3.067	0.0022	RECODED-CAREER-1, NO CAREER-0
V160	1	0.003020	0.00653448	0.462	0.6439	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.014243	0.01115377	1.277	0.2016	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.160843	0.02645281	-6.080	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.038302	0.00863488	-4.436	0.0001	AGE
V169	1	-0.030016	0.02168386	-1.384	0.1663	SEX
V172	1	0.013006	0.00601498	2.162	0.0306	EDUCATION LEVEL
WHS	1	-0.056148	0.02603389	-2.157	0.0310	1-Hispanic, 0-not
BLK	1	0.131780	0.02749598	4.793	0.0001	1-Black, 0-not
OTH	1	0.221866	0.04082270	5.435	0.0001	1-Other, 0-not
SACTO	1	0.343483	0.03650635	9.409	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	-0.646587	0.02535103	-25.505	0.0001	1-Supervisor, 0-Non-Supervisor
FOLJUP1	1	-0.036313	0.03228069	-1.125	0.2606	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.194473	0.05106773	3.769	0.0002	SACTO*FOLJUP1
FOLJUP2	1	0.054323	0.03192963	1.701	0.0889	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.041227	0.05221062	0.790	0.4298	SACTO*FOLJUP2
FOLJUP3	1	0.129880	0.03321675	3.910	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.172312	0.05535296	-3.113	0.0019	SACTO*FOLJUP3

Table B.5--continued

Dependent Variable: VB

I AM SATISFIED WITH MY PAY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1777.38941	84.63759	57.337	0.0001
Error	12915	19064.29829	1.47614		
C Total	12936	20841.68770			
Root MSE		1.21496	R-square	0.0853	
Dep Mean		2.66716	Adj R-sq	0.0838	
C.V.		45.55263			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.802574	0.09966898	18.086	0.0001	Intercept
V152	1	0.002613	0.01584611	0.165	0.8690	HOW LONG WORKED IN DS?
V156W	1	-0.271227	0.02566108	-10.570	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.406278	0.01999255	20.321	0.0001	RECODED: PAY LEVELS
V159A	1	-0.085472	0.03142365	-2.720	0.0065	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.030820	0.00767566	-4.015	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.009439	0.01310166	0.720	0.4713	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.157567	0.03107253	5.071	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.038654	0.01014288	3.811	0.0001	AGE
V169	1	0.167587	0.02547073	6.580	0.0001	SEX
V172	1	-0.058712	0.00706543	-8.310	0.0001	EDUCATION LEVEL
WHS	1	-0.015494	0.03058044	-0.507	0.6124	1-Hispanic,0-not
BLK	1	-0.323732	0.03229788	-10.023	0.0001	1-Black,0-not
OTH	1	-0.096549	0.04795197	-2.013	0.0441	1-Other,0-not
SACTO	1	-0.195107	0.04288182	-4.550	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.090374	0.02977833	3.035	0.0024	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.085103	0.03791819	2.244	0.0248	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.158465	0.05998620	-2.642	0.0083	SACTO*FOLUP1
FOLUP2	1	0.108589	0.03750581	2.895	0.0038	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.137947	0.06132868	-2.249	0.0245	SACTO*FOLUP2
FOLUP3	1	-0.008422	0.03901772	-0.216	0.8291	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.119105	0.06501980	1.832	0.0670	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V9

HIGH PERFORMERS TEND TO STAY WITH DS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	748.68240	35.65154	28.624	0.0001
Error	12915	16085.80224	1.24551		
C Total	12936	16834.48464			

Root MSE	1.11603	R-square	0.0445
Dep Mean	2.68167	Adj R-sq	0.0429
C.V.	41.61684		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.347415	0.09155266	36.563	0.0001	Intercept
V152	1	-0.029356	0.01455572	-2.017	0.0437	HOW LONG WORKED IN DS?
V156W	1	-0.113122	0.02357143	-4.799	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.001245	0.01836450	0.068	0.9459	RECODED: PAY LEVELS
V159A	1	-0.080830	0.02886474	-2.800	0.0051	RECODED-CAREER-1,NO CAREER=0
V160	1	-0.002466	0.00705061	-0.350	0.7265	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.011797	0.01203476	0.980	0.3270	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.003473	0.02854220	0.122	0.9031	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.010661	0.00931692	-1.144	0.2525	AGE
V169	1	-0.032916	0.02339658	-1.407	0.1595	SEX
V172	1	-0.065576	0.00649007	-10.104	0.0001	EDUCATION LEVEL
WHS	1	0.150149	0.02809019	5.345	0.0001	1-Hispanic,0-not
BLK	1	0.079044	0.02966777	2.664	0.0077	1-Black,0-not
OTH	1	-0.017699	0.04404711	-0.402	0.6878	1-Other,0-not
SACTO	1	-0.185321	0.03938983	-4.705	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.101657	0.02735340	3.716	0.0002	1-Supervisor,0=Non-Supervisor
FOLUP1	1	-0.046538	0.03483040	-1.336	0.1815	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.158026	0.05510136	-2.868	0.0041	SACTO*FOLUP1
FOLUP2	1	-0.000502	0.03445161	-0.015	0.9884	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.135646	0.05633451	-2.408	0.0161	SACTO*FOLUP2
FOLUP3	1	0.097788	0.03584040	2.728	0.0064	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.126920	0.05972506	-2.125	0.0336	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V10

WHAT HAPPENS IN DS IS IMPORTANT TO ME

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	763.58359	36.36112	43.326	0.0001
Error	12915	10838.96470	0.83925		
C Total	12936	11602.54829			

Root MSE	0.91611	R-square	0.0658
Dep Mean	3.94012	Adj R-sq	0.0643
C.V.	23.25074		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.729822	0.07515251	49.630	0.0001	Intercept
V152	1	-0.008857	0.01194830	-0.741	0.4586	HOW LONG WORKED IN DS?
V156W	1	0.048268	0.01934900	2.495	0.0126	RECODED: WHITE/BLUE COLLAR
V157C	1	0.131530	0.01507480	8.725	0.0001	RECODED: PAY LEVELS
V159A	1	0.009560	0.02369410	0.403	0.6866	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.011526	0.00578761	-1.991	0.0465	HOW LONG WORRED WITH IMMEDIATE SUPR?
V161	1	-0.035081	0.00987893	-3.551	0.0004	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.022668	0.02342934	-0.968	0.3333	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.068168	0.00764795	8.913	0.0001	AGE
V169	1	-0.011049	0.01920547	-0.575	0.5651	SEX
V172	1	-0.013161	0.00532748	-2.470	0.0135	EDUCATION LEVEL
WHS	1	0.156006	0.02305830	6.766	0.0001	1-Hispanic,0-not
BLK	1	-0.030452	0.02435328	-1.250	0.2112	1-Black,0-not
OTH	1	-0.130623	0.03615680	-3.613	0.0003	1-Other,0-not
SACTO	1	-0.139411	0.03233379	-4.312	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.329802	0.02245349	14.688	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.010850	0.02859111	-0.379	0.7043	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.062533	0.04523086	-1.383	0.1668	SACTO*FOLUP1
FOLUP2	1	0.005569	0.02828017	0.197	0.8439	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.006116	0.04624312	-0.132	0.8948	SACTO*FOLUP2
FOLUP3	1	0.018123	0.02942019	0.616	0.5379	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.052072	0.04902630	-1.062	0.2882	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V11

HAVE CONFIDENCE AND TRUST IN COWORKERS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1049.52994	49.97762	41.850	0.0001
Error	12915	15423.14160	1.19420		
C Total	12936	16472.67154			
Root MSE	1.09280	R-square	0.0637		
Dep Mean	3.29508	Adj R-sq	0.0622	0	
C.V.	33.16446				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.185252	0.08964705	35.531	0.0001	Intercept
V152	1	-0.039409	0.01425275	-2.765	0.0057	HOW LONG WORKED IN DS?
V156W	1	0.109090	0.02308081	4.726	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.112081	0.01798225	6.233	0.0001	RECODED: PAY LEVELS
V159A	1	-0.053978	0.02826394	-1.910	0.0562	RECODED-CAREER=1,NO CAREER=0
V160	1	0.002619	0.00690386	0.379	0.7045	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.012107	0.01178426	-1.027	0.3043	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.039992	0.02794812	1.431	0.1525	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.064455	0.00912299	7.065	0.0001	AGE
V169	1	-0.123998	0.02290960	-5.413	0.0001	SEX
V172	1	-0.016633	0.00635499	-2.617	0.0089	EDUCATION LEVEL
NHS	1	0.036178	0.02750552	1.315	0.1884	1-Hispanic,0-not
BLK	1	-0.144375	0.02905026	-4.970	0.0001	1-Black,0-not
OTH	1	-0.225710	0.04313030	-5.233	0.0001	1-Other,0-not
SACTO	1	-0.134003	0.03856996	-3.474	0.0005	SACRAMENTO,1=YES,0=NO
SUPER	1	0.432873	0.02678406	16.162	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	0.026494	0.03410543	0.777	0.4373	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.020909	0.05395446	-0.388	0.6984	SACTO*FOLUP1
FOLUP2	1	0.002301	0.03373452	0.068	0.9456	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.076131	0.05516195	1.380	0.1676	SACTO*FOLUP2
FOLUP3	1	-0.063808	0.03509441	-1.818	0.0691	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.186636	0.05848192	3.191	0.0014	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V12

IT IS CLEAR HOW PAY DECISIONS ARE MADE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	885.11363	42.14827	30.578	0.0001
Error	12915	17802.01438	1.37840		
C Total	12936	18687.12801			
Root MSE		1.17405	R-square	0.0474	
Dep Mean		2.92777	Adj R-sq	0.0458	
C.V.		40.10059			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.630457	0.09631284	27.312	0.0001	Intercept
V152	1	-0.025735	0.01531252	-1.681	0.0929	HOW LONG WORKED IN DS?
V156W	1	0.094922	0.02479700	3.828	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.076493	0.01931934	3.959	0.0001	RECODED: PAY LEVELS
V159A	1	-0.086231	0.03036553	-2.840	0.0045	RECODED-CAREER-1, NO CAREER-0
V160	1	0.001228	0.00741720	0.166	0.8685	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.054059	0.01266049	4.270	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.034258	0.03002622	1.141	0.2539	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.001113	0.00980134	0.114	0.9096	AGE
V169	1	0.089142	0.02461306	3.622	0.0003	SEX
V172	1	-0.022425	0.00682752	-3.284	0.0010	EDUCATION LEVEL
WHS	1	0.001262	0.02955071	0.043	0.9659	1-Hispanic, 0-not
BLK	1	-0.027238	0.03121032	-0.873	0.3828	1-Black, 0-not
OTH	1	-0.103778	0.04633729	-2.240	0.0251	1-Other, 0-not
SACTO	1	-0.214104	0.04143786	-5.167	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.231392	0.02877561	8.041	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.051166	0.03664137	1.396	0.1626	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.252168	0.05796629	-4.350	0.0001	SACTO*FOLUP1
FOLUP2	1	0.070661	0.03624288	1.950	0.0512	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.154107	0.05926356	-2.600	0.0093	SACTO*FOLUP2
FOLUP3	1	0.001198	0.03770388	0.032	0.9747	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.008556	0.06283040	-0.136	0.8917	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V13

CAN'T TRUST MGT IN THIS DIRECTORATE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1468.09197	69.90914	56.637	0.0001
Error	12915	15941.36306	1.23433		
C Total	12936	17409.45503			

Root MSE	1.11100	R-square	0.0843
Dep Mean	3.70857	Adj R-sq	0.0828
C.V.	29.95772		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.649381	0.09114069	40.041	0.0001	Intercept
V152	1	0.122715	0.01449022	8.469	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.097043	0.02346536	-4.136	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.130893	0.01828186	-7.160	0.0001	RECODED: PAY LEVELS
V159A	1	0.109401	0.02873485	3.807	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.012937	0.00701888	-1.843	0.0653	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.012423	0.01198060	-1.037	0.2998	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.126445	0.02841377	-4.450	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.064563	0.00927499	-6.961	0.0001	AGE
V169	1	0.169389	0.02329130	7.273	0.0001	SEX
V172	1	0.017822	0.00646087	2.758	0.0058	EDUCATION LEVEL
WHS	1	-0.074557	0.02796379	-2.666	0.0077	1-Hispanic,0-not
BLK	1	0.073660	0.02953428	2.494	0.0126	1-Black,0-not
OTR	1	0.086430	0.04384891	1.971	0.0487	1-Other,0-not
SACTO	1	0.342258	0.03921259	8.728	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.347192	0.02723032	-12.750	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.020810	0.03467367	-0.600	0.5484	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.079461	0.05485341	1.449	0.1475	SACTO*FOLUP1
FOLUP2	1	0.013158	0.03429659	0.384	0.7012	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.017135	0.05608102	-0.306	0.7600	SACTO*FOLUP2
FOLUP3	1	0.123289	0.03567913	3.455	0.0006	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.251538	0.05945631	-4.231	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V14

JOB DUTIES ARE CLEARLY DEFINED BY SUPRV

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	972.48139	46.30864	32.131	0.0001
Error	12915	18613.70453	1.44125		
C Total	12936	19586.18592			
Root MSE		1.20052	R-square	0.0497	
Dep Mean		3.27035	Adj R-sq	0.0481	
C.V.		36.70922			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.554967	0.09848408	36.097	0.0001	Intercept
V152	1	-0.062801	0.01565772	-4.011	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.026934	0.02535601	-1.062	0.2881	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.019609	0.01975487	-0.993	0.3209	RECODED: PAY LEVELS
V159A	1	-0.029593	0.03105007	-0.953	0.3406	RECODED-CAREER-1,NO CAREER-0
V160	1	0.039630	0.00758441	5.225	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPRV
V161	1	-0.023772	0.01294590	-1.836	0.0663	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.111210	0.03070312	3.622	0.0003	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.030368	0.01002230	3.030	0.0024	AGE
V169	1	-0.012131	0.02516793	-0.482	0.6298	SEX
V172	1	-0.043703	0.00698143	-6.260	0.0001	EDUCATION LEVEL
WHS	1	-0.017170	0.03021689	-0.568	0.5699	1-Hispanic,0-not
BLK	1	-0.090382	0.03191391	-2.832	0.0046	1-Black,0-not
OTH	1	-0.170458	0.04738190	-3.598	0.0003	1-Other,0-not
SACTO	1	-0.352444	0.04237202	-8.318	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.368529	0.02942432	12.525	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.009799	0.03746740	0.262	0.7937	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.019931	0.05927306	-0.336	0.7367	SACTO*FOLUP1
FOLUP2	1	-0.008049	0.03705993	-0.217	0.8281	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.116654	0.06059958	1.925	0.0543	SACTO*FOLUP2
FOLUP3	1	-0.055859	0.03855387	-1.449	0.1474	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.166501	0.06424682	2.592	0.0096	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V15

SUPRV ENCOURAGES PARTICIPATION IN DECIS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1289.20283	61.39061	42.953	0.0001
Error	12915	18458.96613	1.42927		
C Total	12936	19748.16896			

Root MSE	1.19552	R-square	0.0653
Dep Mean	2.82957	Adj R-sq	0.0638
C.V.	42.25087		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.842765	0.09807386	28.986	0.0001	Intercept
V152	1	-0.066759	0.01559250	-4.281	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.222837	0.02525040	8.825	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.099413	0.01967258	5.053	0.0001	RECODED: PAY LEVELS
V159A	1	-0.084902	0.03092074	-2.746	0.0060	RECODED-CAREER-1,NO CAREER-0
V160	1	0.001496	0.00755282	0.198	0.8430	HOW LONG WORKED WITH IMMEDIATE SUPRV?
V161	1	0.016840	0.01289198	1.306	0.1915	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.085206	0.03057524	2.787	0.0053	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.006791	0.00998055	-0.680	0.4963	AGE
V169	1	-0.061670	0.02506310	-2.461	0.0139	SEX
V172	1	-0.054914	0.00695235	-7.899	0.0001	EDUCATION LEVEL
WHS	1	0.152592	0.03009103	5.071	0.0001	1-Hispanic,0-not
BLK	1	0.009753	0.03178098	0.307	0.7589	1-Black,0-not
OTH	1	-0.165408	0.04718454	-3.506	0.0005	1-Other,0-not
SACTO	1	-0.249996	0.04219553	-5.925	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.487063	0.02930176	16.622	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.075151	0.03731134	2.014	0.0440	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.016987	0.05902617	0.288	0.7735	SACTO*FOLUP1
FOLUP2	1	0.063302	0.03690556	1.715	0.0863	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.354753	0.06034717	5.879	0.0001	SACTO*FOLUP2
FOLUP3	1	0.039477	0.03839328	1.028	0.3039	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.394121	0.06397922	6.160	0.0001	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V16

NECESSARY TO HELP DS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	987.34343	47.01635	41.463	0.0001
Error	12915	14644.80119	1.13394		
C Total	12936	15632.22462			

Root MSE	1.06487	R-square	0.0632
Dep Mean	3.46271	Adj R-sq	0.0616
C.V.	30.75245		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.041903	0.08735596	34.822	0.0001	Intercept
V152	1	-0.027065	0.01388849	-1.949	0.0513	HOW LONG WORKED IN DS?
V156W	1	0.212661	0.02249093	9.455	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.206052	0.01752268	11.759	0.0001	RECODED: PAY LEVELS
V159A	1	0.005732	0.02754160	0.208	0.8351	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.016670	0.00672741	-2.479	0.0132	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.016846	0.01148309	-1.467	0.1424	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.016702	0.02723385	0.613	0.5397	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.040800	0.00888984	4.590	0.0001	AGE
V169	1	-0.118188	0.02232410	-5.294	0.0001	SEX
V172	1	0.007604	0.00619257	1.228	0.2195	EDUCATION LEVEL
WHS	1	0.142688	0.02680256	5.324	0.0001	1-Hispanic,0-not
BLK	1	-0.073764	0.02830783	-2.606	0.0092	1-Black,0-not
OTH	1	-0.013104	0.04202803	-0.312	0.7552	1-Other,0-not
SACTO	1	-0.125609	0.03758423	-3.342	0.0008	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.270824	0.02609954	10.377	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.006651	0.03323381	0.200	0.8414	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.025922	0.05257555	-0.493	0.6220	SACTO*FOLUP1
FOLUP2	1	-0.027736	0.03287238	-0.844	0.3988	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.164044	0.05375218	3.052	0.0023	SACTO*FOLUP2
FOLUP3	1	0.017308	0.03419751	0.506	0.6128	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.099008	0.05698731	1.737	0.0823	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V17

HAVE CONTROL IN SPENDING TIME WORKING

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1096.00251	52.19441	42.635	0.0001
Error	12915	15810.55578	1.22420		
C Total	12936	16906.63829			

Root MSE	1.10644	R-square	0.0648
Dep Mean	3.52512	Adj R-sq	0.0633
C.V.	31.38715		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.692944	0.09076599	29.669	0.0001	Intercept
V152	1	-0.030588	0.01443065	-2.120	0.0341	HOW LONG WORKED IN DS?
V156W	1	0.323652	0.02336889	13.850	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.105716	0.01820670	5.806	0.0001	RECODED: PAY LEVELS
V159A	1	0.090925	0.02861672	3.177	0.0015	RECODED-CAREER-1,NO CAREER-0
V160	1	0.015822	0.00699003	2.264	0.0236	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.003222	0.01193135	-0.270	0.7871	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.189253	0.02829696	6.688	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.002022	0.00923686	0.219	0.8267	AGE
V169	1	0.071055	0.02319555	3.063	0.0022	SEX
V172	1	0.003079	0.00643431	0.478	0.6323	EDUCATION LEVEL
WHS	1	-0.054544	0.02784883	-1.959	0.0502	1-Hispanic,0-not
BLK	1	-0.306605	0.02941285	-10.424	0.0001	1-Black,0-not
OTH	1	-0.266333	0.04366864	-6.099	0.0001	1-Other,0-not
SACTO	1	-0.107852	0.03905137	-2.762	0.0059	SACRAMENTO,1=YES,0=NO
SUPER	1	0.091926	0.02711837	3.390	0.0007	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.017576	0.03453112	0.509	0.6108	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.028674	0.05462790	-0.525	0.5997	SACTO*FOLUP1
FOLUP2	1	0.002241	0.03415559	0.066	0.9477	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.147904	0.05585046	2.648	0.0081	SACTO*FOLUP2
FOLUP3	1	0.040706	0.03553244	1.146	0.2520	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.143735	0.05921187	2.427	0.0152	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V18

COWRKRS ENCOURAGE EACH OTHER TO DO WELL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1042.89131	49.66149	37.512	0.0001
Error	12915	17097.80564	1.32387		
C Total	12936	18140.69695			
Root MSE		1.15060	R-square	0.0575	
Dep Mean		2.83985	Adj R-sq	0.0560	
C.V.		40.51609			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.482065	0.09438865	26.296	0.0001	Intercept
V152	1	-0.053782	0.01500660	-3.584	0.0003	HOW LONG WORKED IN DS?
V156W	1	0.218280	0.02430159	8.982	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.090499	0.01893337	4.780	0.0001	RECODED: PAY LEVELS
V159A	1	-0.084494	0.02975887	-2.839	0.0045	RECODED-CAREER-1, NO CAREER-0
V160	1	0.001666	0.00726901	0.229	0.8188	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.011943	0.01240755	0.963	0.3358	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.027540	0.02942635	0.936	0.3493	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.058209	0.00960552	6.060	0.0001	AGE
V169	1	0.006337	0.02412133	0.263	0.7928	SEX
V172	1	-0.012496	0.00669111	-1.868	0.0618	EDUCATION LEVEL
WHS	1	0.196891	0.02896033	6.799	0.0001	1-Hispanic,0-not
BLK	1	0.098963	0.03058678	3.235	0.0012	1-Black,0-not
OTH	1	-0.040272	0.04541154	-0.887	0.3752	1-Other,0-not
SACTO	1	-0.279962	0.04061000	-6.894	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.392313	0.02820072	13.911	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	0.033730	0.03590933	0.939	0.3476	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.072542	0.05680821	1.277	0.2016	SACTO*FOLUP1
FOLUP2	1	0.007019	0.03551881	0.198	0.8434	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.200571	0.05807957	3.453	0.0006	SACTO*FOLUP2
FOLUP3	1	-0.029597	0.03695062	-0.801	0.4231	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.376487	0.06157514	6.114	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V19

SUPERVISOR HANDLES ADMINIST PARTS WELL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	904.86168	43.08865	27.195	0.0001
Error	12915	20462.61030	1.58441		
C Total	12936	21367.47198			
Root MSE		1.25873	R-square	0.0423	
Dep Mean		3.17638	Adj R-sq	0.0408	
C.V.		39.62787			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.289442	0.10325952	31.856	0.0001	Intercept
V152	1	-0.068988	0.01641696	-4.202	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.182313	0.02658551	6.858	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.029014	0.02071277	1.401	0.1613	RECODED: PAY LEVELS
V159A	1	-0.035407	0.03255568	-1.088	0.2768	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.021847	0.00795217	-2.747	0.0060	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.025303	0.01357364	-1.864	0.0623	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.129614	0.03219190	4.026	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.048508	0.01050827	4.616	0.0001	AGE
V169	1	-0.043468	0.02638831	-1.647	0.0995	SEX
V172	1	-0.036430	0.00731996	-4.977	0.0001	EDUCATION LEVEL
WHS	1	0.006082	0.03168210	0.192	0.8478	1-Hispanic,0-not
BLK	1	-0.029805	0.03346140	-0.891	0.3731	1-Black,0-not
OTH	1	-0.230895	0.04967943	-4.648	0.0001	1-Other,0-not
SACTO	1	-0.190842	0.04442662	-4.296	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.422610	0.03085109	13.698	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.053601	0.03928418	1.364	0.1725	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.003483	0.06214718	-0.056	0.9553	SACTO*FOLUP1
FOLUP2	1	0.067373	0.03885695	1.734	0.0830	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.079968	0.06353802	1.259	0.2082	SACTO*FOLUP2
FOLUP3	1	-0.004505	0.04042332	-0.111	0.9113	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.200830	0.06736212	2.981	0.0029	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V20

SATISFIED WITH OPPORTUNITIES TO ADVANCE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2329.85294	110.94538	86.366	0.0001
Error	12915	16590.60892	1.28460		
C Total	12936	18920.46186			
Root MSE		1.13340	R-square	0.1231	
Dep Mean		2.10551	Adj R-sq	0.1217	
C.V.		51.85992			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.958382	0.09297812	21.063	0.0001	Intercept
V152	1	-0.102466	0.01478235	-6.932	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.037043	0.02393843	1.547	0.1218	RECODED: WHITE/BLUE COLLAR
V157C	1	0.309977	0.01865043	16.620	0.0001	RECODED: PAY LEVELS
V159A	1	-0.119194	0.02931416	-4.066	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	0.008497	0.00716039	1.187	0.2354	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.016896	0.01222214	-1.382	0.1669	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.124246	0.02898660	4.286	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.062046	0.00946198	6.557	0.0001	AGE
V169	1	0.023669	0.02376086	0.996	0.3192	SEX
V172	1	-0.076210	0.00659112	-11.563	0.0001	EDUCATION LEVEL
WHS	1	0.187351	0.02852755	6.567	0.0001	1-Hispanic,0-not
BLK	1	-0.078378	0.03012970	-2.601	0.0093	1-Black,0-not
OTH	1	-0.001063	0.04473292	-0.024	0.9810	1-Other,0-not
SACTO	1	-0.261191	0.04000313	-6.529	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.509077	0.02777929	18.326	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.052792	0.03537271	1.492	0.1356	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.162655	0.05595928	-2.907	0.0037	SACTO*FOLUP1
FOLUP2	1	-0.033315	0.03498802	-0.952	0.3410	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.006091	0.05721163	0.106	0.9152	SACTO*FOLUP2
FOLUP3	1	-0.285371	0.03639843	-7.840	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.318862	0.06065497	5.257	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V21

SUPERVISOR GIVES INFO ON HOW I PERFORM

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1140.06644	54.28888	36.203	0.0001
Error	12915	19366.90088	1.49957		
C Total	12936	20506.96732			
Root MSE		1.22457	R-square	0.0556	
Dep Mean		2.89371	Adj R-sq	0.0541	
C.V.		42.31823			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.959736	0.10045688	29.463	0.0001	Intercept
V152	1	-0.069735	0.01597137	-4.366	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.158505	0.02586394	6.128	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.101088	0.02015059	5.017	0.0001	RECODED: PAY LEVELS
V159A	1	-0.042324	0.03167206	-1.336	0.1815	RECODED-CAREER-1, NO CAREER-0
V160	1	0.037510	0.00773634	4.849	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.015204	0.01320523	-1.151	0.2496	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.133396	0.03131816	4.259	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.015292	0.01022306	1.496	0.1347	AGE
V169	1	-0.042255	0.02567208	-1.646	0.0998	SEX
V172	1	-0.057904	0.00712128	-8.131	0.0001	EDUCATION LEVEL
WHS	1	-0.050365	0.03082219	-1.634	0.1023	1-Hispanic, 0-not
BLK	1	-0.100206	0.03255320	-3.078	0.0021	1-Black, 0-not
OTH	1	-0.160832	0.04833104	-3.328	0.0009	1-Other, 0-not
SACTO	1	-0.329015	0.04322080	-7.612	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.303732	0.03001374	10.120	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.017070	0.03821793	0.447	0.6551	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.043746	0.06046040	-0.724	0.4694	SACTO*FOLUP1
FOLUP2	1	0.038449	0.03780230	1.017	0.3091	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.101685	0.06181349	1.645	0.1000	SACTO*FOLUP2
FOLUP3	1	-0.100399	0.03932616	-2.553	0.0107	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.179311	0.06553379	2.736	0.0062	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V22

GET LESS PAY THAN SAME NON-GVT JOBS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1095.42613	52.16315	44.156	0.0001
Error	12915	15256.90050	1.18133		
C Total	12936	16352.32663			

Root MSE	1.08689	R-square	0.0670
Dep Mean	3.36959	Adj R-sq	0.0655
C.V.	32.25585		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.357950	0.08916261	37.661	0.0001	Intercept
V152	1	-0.019516	0.01417573	-1.377	0.1686	HOW LONG WORKED IN DS?
V156W	1	0.291917	0.02295608	12.716	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.005949	0.01788508	-0.333	0.7394	RECODED: PAY LEVELS
V159A	1	0.105549	0.02811120	3.755	0.0002	RECODED-CAREER-1,NO CAREER-0
V160	1	0.040619	0.00686655	5.916	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.038206	0.01172058	3.260	0.0011	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.138622	0.02779709	-4.987	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.074446	0.00907369	-8.205	0.0001	AGE
V169	1	-0.145864	0.02278580	-6.402	0.0001	SEX
V172	1	0.021103	0.00632064	3.339	0.0008	EDUCATION LEVEL
WHS	1	-0.150317	0.02735688	-5.495	0.0001	1-Hispanic,0-not
BLK	1	-0.027404	0.02889327	-0.948	0.3429	1-Black,0-not
OTH	1	0.110924	0.04289723	2.586	0.0097	1-Other,0-not
SACTO	1	0.322508	0.03836153	8.407	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.006464	0.02663932	0.243	0.8083	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.050756	0.03392113	-1.496	0.1346	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.153765	0.05366289	2.865	0.0042	SACTO*FOLUP1
FOLUP2	1	0.009483	0.03355222	0.283	0.7775	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.153633	0.05486386	2.800	0.0051	SACTO*FOLUP2
FOLUP3	1	0.017624	0.03490476	0.505	0.6136	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.053673	0.05816589	0.923	0.3562	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V23

SUPERVISOR HAS STRONG TECHNICAL SKILLS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1210.74862	57.65470	42.291	0.0001
Error	12915	17606.66711	1.36327		
C Total	12936	18817.41573			
Root MSE		1.16759	R-square	0.0643	0
Dep Mean		3.00915	Adj R-sq	0.0628	
C.V.		38.80145			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.895667	0.09578294	30.232	0.0001	Intercept
V152	1	-0.118845	0.01522828	-7.804	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.289549	0.02466057	11.741	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.129016	0.01921305	6.715	0.0001	RECODED: PAY LEVELS
V159A	1	-0.035194	0.03019846	-1.165	0.2439	RECODED-CAREER-1,NO CAREER=0
V160	1	0.035002	0.00737639	4.745	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.028045	0.01259083	-2.227	0.0259	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.149994	0.02986103	5.023	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.001738	0.00974742	-0.178	0.8585	AGE
V169	1	-0.012429	0.02447764	-0.508	0.6116	SEX
V172	1	-0.040986	0.00678995	-6.036	0.0001	EDUCATION LEVEL
WHS	1	0.014155	0.02938813	0.482	0.6300	1-Hispanic,0-not
BLK	1	-0.111904	0.03103860	-3.605	0.0003	1-Black,0-not
OTH	1	-0.188966	0.04608235	-4.101	0.0001	1-Other,0-not
SACTO	1	-0.093319	0.04120988	-2.264	0.0236	SACRAMENTO,1-YES,0-NO
SUPER	1	0.415944	0.02861729	14.535	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.059012	0.03643978	1.619	0.1054	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.003485	0.05764737	0.060	0.9518	SACTO*FOLUP1
FOLUP2	1	0.038992	0.03604348	1.082	0.2794	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.076453	0.05893751	1.297	0.1946	SACTO*FOLUP2
FOLUP3	1	-0.004701	0.03749644	-0.125	0.9002	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.143782	0.06248472	2.301	0.0214	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V24

PROMOTION DEPENDS ON PERFORMANCE

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Prob > F
Model	21	2438.65684	116.12652	86.259	0.0001
Error	12915	17386.79358	1.34625		
C Total	12936	19825.45042			

Root MSE	1.16028	R-square	0.1230
Dep Mean	2.24964	Adj R-sq	0.1216
C.V.	51.57630		

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.457946	0.09518299	25.823	0.0001	Intercept
V152	1	-0.106489	0.01513289	-7.037	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.163274	0.02450611	6.663	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.137583	0.01909270	7.206	0.0001	RECODED: PAY LEVELS
V159A	1	-0.139993	0.03000931	-4.665	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	0.007646	0.00733019	1.043	0.2970	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.013747	0.01251197	1.099	0.2719	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.116708	0.02967399	3.933	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.001005	0.00968636	-0.104	0.9173	AGE
V169	1	-0.056668	0.02432432	-2.330	0.0198	SEX
V172	1	-0.065732	0.00674742	-9.742	0.0001	EDUCATION LEVEL
WHS	1	0.219851	0.02920405	7.528	0.0001	1-Hispanic,0-not
BLK	1	-0.119064	0.03084419	-3.860	0.0001	1-Black,0-not
OTH	1	-0.090664	0.04579371	-1.980	0.0477	1-Other,0-not
SACTO	1	-0.137859	0.04095175	-3.366	0.0008	SACRAMENTO,1=YES,0=NO
SUPER	1	0.661844	0.02843805	23.273	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.058590	0.03621159	1.618	0.1057	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.260610	0.05728629	-4.549	0.0001	SACTO*FOLUP1
FOLUP2	1	0.002199	0.03581772	0.061	0.9510	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.260918	0.05856834	-4.455	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.178750	0.03726158	-4.797	0.0001	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.014749	0.06209333	0.238	0.8123	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V25		NEW WAYS TO DO JOB LEADS TO GOOD PERFC			
Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	714.39979	34.01904	29.095	0.0001
Error	12915	15100.66791	1.16923		
C Total	12936	15815.06770			
Root MSE	1.08131	R-square	0.0452		
Dep Mean	3.56981	Adj R-sq	0.0436		
C.V.	30.29045				

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > t	Variable Label
INTERCEP	1	3.723242	0.08870491	41.973	0.0001	Intercept
V152	1	-0.090544	0.01410296	-5.711	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.126345	0.02283824	5.532	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.113736	0.01779327	6.392	0.0001	RECODED: PAY LEVELS
V159A	1	-0.038032	0.03796690	-1.360	0.1739	RECODED-CAREER-1, NO CAREER-0
V160	1	0.001390	0.00683130	0.204	0.8387	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.059113	0.01166042	-5.070	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.093157	0.02765440	3.369	0.0008	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.003440	0.00902711	0.381	0.7031	AGE
V169	1	0.037494	0.02366883	1.654	0.0982	SEX
V172	1	-0.023672	0.00628820	-3.765	0.0002	EDUCATION LEVEL
WBS	1	0.155270	0.02721645	5.705	0.0001	1-Hispanic, 0-not
BLK	1	-0.160088	0.02874496	-5.569	0.0001	1-Black, 0-not
OTH	1	-0.169083	0.04267703	-3.962	0.0001	1-Other, 0-not
SACTO	1	-0.122123	0.03816461	-3.200	0.0014	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.298308	0.02650258	11.256	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.130943	0.03374700	-3.880	0.0001	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.053200	0.05338743	0.996	0.3190	SACTO*FOLUP1
FOLUP2	1	-0.096976	0.03337999	-2.905	0.0037	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.133561	0.05458223	2.447	0.0144	SACTO*FOLUP2
FOLUP3	1	-0.105102	0.03472559	-3.027	0.0025	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.130569	0.05786731	2.256	0.0241	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V26

IF I COULD WOULD CHANGE JOBS IN DS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1262.97612	60.14172	43.032	0.0001
Error	12915	18050.09553	1.39761		
C Total	12936	19313.07166			

Root MSE	1.18220	R-square	0.0654
Dep Mean	3.49100	Adj R-sq	0.0639
C.V.	33.86430		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	4.206290	0.09698160	43.372	0.0001	Intercept
V152	1	0.053410	0.01541885	3.464	0.0005	HOW LONG WORKED IN DS?
V156W	1	0.019731	0.02496918	0.790	0.4294	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.347775	0.01945349	-17.877	0.0001	RECODED: PAY LEVELS
V159A	1	-0.024350	0.03057637	-0.796	0.4258	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.033074	0.00746870	-4.428	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.011874	0.01274840	-0.931	0.3517	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.004387	0.03023472	0.145	0.8846	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.077628	0.00986940	-7.866	0.0001	AGE
V169	1	0.065818	0.02478396	2.656	0.0079	SEX
V172	1	0.029030	0.00687492	4.223	0.0001	EDUCATION LEVEL
WHS	1	0.037888	0.02975590	1.273	0.2029	1-Hispanic,0-not
BLK	1	0.239916	0.03142703	7.634	0.0001	1-Black,0-not
OTE	1	0.202026	0.04665904	4.330	0.0001	1-Other,0-not
SACTO	1	-0.023770	0.04172559	-0.570	0.5689	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.010442	0.02897542	-0.360	0.7186	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.000718	0.03689580	0.019	0.9845	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.215392	0.05836879	-3.690	0.0002	SACTO*FOLUP1
FOLUP2	1	0.048731	0.03649454	1.335	0.1818	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.174765	0.05967507	-2.929	0.0034	SACTO*FOLUP2
FOLUP3	1	0.079952	0.03796569	2.106	0.0352	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.301369	0.06326667	-4.763	0.0001	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V27

WILL BE PROMOTED IF YOU PERFORM WELL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2194.25766	104.48846	83.667	0.0001
Error	12915	16129.10292	1.24887		
C Total	12936	18323.36059			

Root MSE	1.11753	R-square	0.1198
Dep Mean	2.29685	Adj R-sq	0.1183
C.V.	48.65465		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.732408	0.09167580	29.805	0.0001	Intercept
V152	1	-0.116419	0.01457529	-7.987	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.190000	0.02360313	8.050	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.129874	0.01838920	7.063	0.0001	RECODED: PAY LEVELS
V159A	1	-0.142170	0.02890356	-4.919	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.008315	0.00706009	-1.178	0.2389	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.029670	0.01205094	-2.462	0.0138	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.099114	0.02858059	3.468	0.0005	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.018569	0.00932945	-1.990	0.0466	AGE
V169	1	0.002201	0.02342805	0.094	0.9252	SEX
V172	1	-0.041990	0.00649880	-6.461	0.0001	EDUCATION LEVEL
WHS	1	0.291915	0.02812798	10.378	0.0001	1-Hispanic,0-not
BLK	1	-0.045290	0.02970768	-1.525	0.1274	1-Black,0-not
OTH	1	0.001944	0.04410635	0.044	0.9648	1-Other,0-not
SACTO	1	-0.248779	0.03944281	-6.307	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.536315	0.02739019	19.581	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.016907	0.03487725	-0.485	0.6279	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.187499	0.05517547	-3.398	0.0007	SACTO*FOLUP1
FOLUP2	1	-0.111943	0.03449795	-3.245	0.0012	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.140314	0.05641029	-2.487	0.0129	SACTO*FOLUP2
FOLUP3	1	-0.309864	0.03588861	-8.634	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.062486	0.05980539	1.045	0.2961	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V28

SUPERVISR DEMAND PEOPLE DO THEIR BEST

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1083.49850	51.59517	43.739	0.0001
Error	12915	15234.60083	1.17961		
C Total	12936	16318.09933			

Root MSE	1.08610	R-square	0.0664
Dep Mean	3.40695	Adj R-sq	0.0649
C.V.	31.87886		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.780727	0.08909742	42.434	0.0001	Intercept
V152	1	-0.057507	0.01416536	-4.060	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.169876	0.02293930	7.405	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.007437	0.01787200	0.416	0.6773	RECODED: PAY LEVELS
V159A	1	-0.056064	0.02809065	-1.996	0.0460	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.015836	0.00686153	-2.308	0.0210	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.005003	0.01171201	0.427	0.6693	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.001530	0.02777677	0.055	0.9561	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.004225	0.00906706	-0.466	0.6412	AGE
V169	1	-0.028558	0.02276914	-1.254	0.2098	SEX
V172	1	-0.040479	0.00631602	-6.409	0.0001	EDUCATION LEVEL
WBS	1	0.275341	0.02733688	10.072	0.0001	1-Hispanic,0-not
BLK	1	0.237242	0.02887215	8.217	0.0001	1-Black,0-not
OTH	1	0.091404	0.04286587	2.132	0.0330	1-Other,0-not
SACTO	1	-0.265497	0.03833348	-6.926	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.493082	0.02661985	18.523	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.037215	0.03389633	-1.098	0.2723	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.060808	0.05362366	1.134	0.2568	SACTO*FOLUP1
FOLUP2	1	-0.020341	0.03352770	-0.607	0.5441	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.094288	0.05482375	1.720	0.0855	SACTO*FOLUP2
FOLUP3	1	-0.125149	0.03487924	-3.588	0.0003	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.162397	0.05812337	2.794	0.0052	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V29

PAY DETERMINED BY MY JOB PERFORMANCE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	966.46482	46.02213	53.569	0.0001
Error	12915	11095.56182	0.85912		
C Total	12936	12062.02665			
Root MSE		0.92689	R-square	0.0801	
Dep Mean		1.97926	Adj R-sq	0.0786	
C.V.		46.83010			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.982503	0.07603687	26.073	0.0001	Intercept
V152	1	-0.044547	0.01208890	-3.685	0.0002	HOW LONG WORKED IN DS?
V156W	1	0.156561	0.01957669	7.997	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.091110	0.01525219	5.974	0.0001	RECODED: PAY LEVELS
V159A	1	-0.171304	0.02397292	-7.146	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	0.002925	0.00585571	0.500	0.6174	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.039023	0.00999518	3.904	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.004572	0.02370505	-0.193	0.8471	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.058566	0.00773794	7.569	0.0001	AGE
V169	1	-0.072561	0.01943147	-3.734	0.0002	SEX
V172	1	-0.025756	0.00539017	-4.778	0.0001	EDUCATION LEVEL
WHS	1	0.233558	0.02332964	10.011	0.0001	1-Hispanic,0-not
BLK	1	0.038975	0.02463986	1.592	0.1137	1-Black,0-not
OTH	1	0.021154	0.03658227	0.578	0.5631	1-Other,0-not
SACTO	1	-0.264155	0.03271428	-8.075	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.154010	0.02271771	6.779	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.031818	0.02892756	1.100	0.2714	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.104807	0.04576311	-2.290	0.0220	SACTO*FOLUP1
FOLUP2	1	-0.072494	0.02861296	-2.534	0.0113	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.070812	0.04678728	-1.513	0.1302	SACTO*FOLUP2
FOLUP3	1	-0.116986	0.02976639	-3.930	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.029060	0.04960322	-0.586	0.5580	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V30

GET SAME BENEFITS WORKING ELSEWHERE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1092.16210	52.00772	45.372	0.0001
Error	12915	14803.88233	1.14625		
C Total	12936	15896.04443			
Root MSE	1.07063	R-square	0.0687		
Dep Mean	2.87175	Adj R-sq	0.0672		
C.V.	37.28149				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.065507	0.08782889	34.903	0.0001	Intercept
V152	1	-0.054891	0.01396368	-3.931	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.223713	0.02261270	9.893	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.015571	0.01761755	-0.884	0.3768	RECODED: PAY LEVELS
V159A	1	0.012725	0.02769071	0.460	0.6458	RECODED-CAREER-1, NO CAREER-0
V160	1	0.028272	0.00676384	4.180	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.012939	0.01154526	-1.121	0.2624	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.127027	0.02738129	-4.639	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.033778	0.00893797	-3.779	0.0002	AGE
V169	1	-0.167076	0.02244496	-7.444	0.0001	SEX
V172	1	0.060559	0.00622610	9.727	0.0001	EDUCATION LEVEL
WHS	1	-0.206930	0.02694767	-7.679	0.0001	1-Hispanic, 0-not
BLK	1	-0.074860	0.02846108	-2.630	0.0085	1-Black, 0-not
OTH	1	0.080132	0.04225556	1.896	0.0579	1-Other, 0-not
SACTO	1	0.291483	0.03778771	7.714	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	-0.078417	0.02624084	-2.988	0.0028	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.007032	0.03341373	-0.210	0.8333	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.125151	0.05286019	2.368	0.0179	SACTO*FOLUP1
FOLUP2	1	0.022999	0.03305034	0.696	0.4865	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.101399	0.05404319	1.876	0.0606	SACTO*FOLUP2
FOLUP3	1	0.024489	0.03438265	0.712	0.4763	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.000852	0.05729583	0.015	0.9881	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V31

MY SUPERVISOR WORKS WELL WITH PEOPLE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	587.12971	27.95856	18.413	0.0001
Error	12915	19610.57805	1.51843		
C Total	12936	20197.70775			

Root MSE	1.23225	R-square	0.0291
Dep Mean	3.26386	Adj R-sq	0.0275
C.V.	37.75428		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.453903	0.10108688	34.168	0.0001	Intercept
V152	1	-0.079553	0.01607154	-4.950	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.120236	0.02602614	4.620	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.016283	0.02027696	0.803	0.4220	RECODED: PAY LEVELS
V159A	1	-0.069380	0.03187069	-2.177	0.0295	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.034811	0.00778485	-4.472	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.000583	0.01328805	-0.044	0.9650	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.160330	0.03151457	5.087	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.026206	0.01028717	2.547	0.0109	AGE
V169	1	0.000659	0.02583308	0.025	0.9797	SEX
V172	1	-0.033976	0.00716594	-4.741	0.0001	EDUCATION LEVEL
WHS	1	0.024348	0.03101549	0.785	0.4324	1-Hispanic,0-not
BLK	1	-0.000039535	0.03275735	-0.001	0.9990	1-Black,0-not
OTH	1	-0.161819	0.04863414	-3.327	0.0009	1-Other,0-not
SACTO	1	-0.229525	0.04349186	-5.277	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.264906	0.03020196	8.771	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.005908	0.03845761	0.154	0.8779	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.072867	0.06083957	1.198	0.2311	SACTO*FOLUP1
FOLUP2	1	-0.011474	0.03803937	-0.302	0.7629	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.146177	0.06220115	2.350	0.0188	SACTO*FOLUP2
FOLUP3	1	-0.064272	0.03957279	-1.624	0.1044	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.155346	0.06594478	2.356	0.0185	SACTO*FOLUP3

Table H.5--continued

Dependent Variable: V32

SATISFIED WITH JOB CLASSIF PROCEDURES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1403.65720	66.84082	54.554	0.0001
Error	12915	15023.89889	1.22523		
C Total	12936	17227.55608			

Root MSE	1.10690	R-square	0.0815
Dep Mean	2.50704	Adj R-sq	0.0800
C.V.	44.15177		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.469318	0.09080429	27.194	0.0001	Intercept
V152	1	-0.109744	0.01443673	-7.602	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.031195	0.02337875	-1.334	0.1821	RECODED: WHITE/BLUE COLLAR
V157C	1	0.171990	0.01821438	9.443	0.0001	RECODED: PAY LEVELS
V159A	1	-0.113792	0.02862879	-3.975	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	0.000053061	0.00699298	0.008	0.9939	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.011246	0.01193638	0.942	0.3461	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.178227	0.02830889	6.296	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.066851	0.00924076	7.234	0.0001	AGE
V169	1	-0.037212	0.02320533	-1.604	0.1088	SEX
V172	1	-0.059965	0.00643702	-9.316	0.0001	EDUCATION LEVEL
WHS	1	0.131798	0.02786058	4.731	0.0001	1-Hispanic,0-not
BLR	1	-0.093047	0.02942526	-3.162	0.0016	1-Black,0-not
OTH	1	-0.161810	0.04368706	-3.704	0.0002	1-Other,0-not
SACTO	1	-0.294080	0.03906785	-7.527	0.0001	SACRAMENTO,1=YES,0-NO
SUPER	1	0.243346	0.02712981	8.970	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.087308	0.03454569	2.527	0.0115	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	-0.205680	0.05465095	-3.764	0.0002	SACTO=FOLUP1
FOLUP2	1	0.033301	0.03416999	0.975	0.3298	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	-0.011493	0.05587402	-0.206	0.8370	SACTO=FOLUP2
FOLUP3	1	-0.028903	0.03554743	-0.813	0.4162	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	0.207729	0.05923685	3.507	0.0005	SACTO=FOLUP3

Table 8.5--continued

Dependent Variable: V33

JOB ALLOWS ME TO ACHIEVE SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1963.51921	93.50091	66.410	0.0001
Error	12915	18183.45796	1.40793		
C Total	12936	20146.97717			

Root MSE	1.18656	R-square	0.0975
Dep Mean	3.08783	Adj R-sq	0.0960
C.V.	38.42713		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.579180	0.09733922	26.497	0.0001	Intercept
V152	1	-0.038805	0.01547570	-2.507	0.0122	HOW LONG WORKED IN DS?
V156W	1	0.094486	0.02506125	3.770	0.0002	RECODED: WHITE/BLUE COLLAR
V157C	1	0.270623	0.01952522	13.860	0.0001	RECODED: PAY LEVELS
V159A	1	-0.074245	0.03068912	-2.419	0.0156	RECODED-CAREER-1,NO CAREER-0
V160	1	0.001845	0.00749624	0.246	0.8056	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.016997	0.01279541	-1.328	0.1841	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.168269	0.03034620	5.545	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.090679	0.00990579	9.154	0.0001	AGE
V169	1	-0.079419	0.02487535	-3.193	0.0014	SEX
V172	1	-0.053294	0.00690028	-7.724	0.0001	EDUCATION LEVEL
WHS	1	0.200319	0.02986563	6.707	0.0001	1-Hispanic,0-not
BLK	1	-0.145673	0.03154292	-4.618	0.0001	1-Black,0-not
OTH	1	-0.230743	0.04683109	-4.927	0.0001	1-Other,0-not
SACTO	1	-0.366860	0.04187945	-8.760	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.326215	0.02908227	11.217	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.016261	0.03703185	0.439	0.6606	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.000382	0.05858402	0.007	0.9948	SACTO*FOLUP1
FOLUP2	1	-0.033617	0.03662911	-0.918	0.3588	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.225160	0.05989512	3.759	0.0002	SACTO*FOLUP2
FOLUP3	1	-0.116556	0.03810568	-3.059	0.0022	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.342914	0.06349996	5.400	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V34

SUPERVISOR INTERESTED IN MY OPINION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1359.51038	64.73859	43.539	0.0001
Error	12915	19203.51854	1.48692		
C Total	12936	20563.02892			

Root MSE	1.21939	R-square	0.0661
Dep Mean	3.08828	Adj R-sq	0.0646
C.V.	39.48449		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.958034	0.10003224	29.571	0.0001	Intercept
V152	1	-0.061934	0.01590386	-3.894	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.230676	0.02575461	8.957	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.133470	0.02006541	6.652	0.0001	RECODED: PAY LEVELS
V159A	1	-0.066310	0.03153818	-2.103	0.0355	RECODED-CAREER-1, NO CAREER=0
V160	1	-0.007990	0.00770363	-1.037	0.2997	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.002859	0.01314941	0.217	0.8279	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.193461	0.03118578	6.203	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.010750	0.01017985	-1.056	0.2910	AGE
V169	1	-0.064883	0.02556357	-2.538	0.0112	SEX
V172	1	-0.044491	0.00709118	-6.274	0.0001	EDUCATION LEVEL
WHS	1	0.089436	0.03069190	2.914	0.0036	1-Hispanic, 0-not
BLK	1	-0.029027	0.03241560	-0.895	0.3706	1-Black, 0-not
OTH	1	-0.203333	0.04812674	-4.225	0.0001	1-Other, 0-not
SACTO	1	-0.311346	0.04303811	-7.234	0.0001	SACRAMENTO, 1=YES, 0-NO
SUPER	1	0.457402	0.02988687	15.304	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.042494	0.03805639	-1.117	0.2642	YEAR1 FOLLOWUP - 1=YES, 0-NO
FOLPSACT	1	0.125243	0.06020483	2.080	0.0375	SACTO*FOLUP1
FOLUP2	1	-0.038967	0.03764251	-1.035	0.3006	YEAR 2 FOLLOWUP - 1=YES, 0-NO
FLP2SACT	1	0.374915	0.06155220	6.091	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.088953	0.03915993	-2.272	0.0231	YEAR 3 FOLLOWUP - 1=YES, 0-NO
FLP3SACT	1	0.356792	0.06525678	5.468	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V35

DS GIVES OK TRAINING TO DO JOB WELL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1560.79506	74.32357	53.663	0.0001
Error	12915	17887.35876	1.38501		
C Total	12936	19448.15382			
Root MSE		1.17686	R-square	0.0803	
Dep Mean		2.73499	Adj R-sq	0.0788	
C.V.		43.02990			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.981386	0.09654343	30.881	0.0001	Intercept
V152	1	-0.083091	0.01534918	-5.413	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.133374	0.02485637	-5.366	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.071465	0.01936559	3.690	0.0002	RECODED: PAY LEVELS
V159A	1	-0.152737	0.03043823	-5.018	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	0.022208	0.00743496	2.987	0.0028	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.002942	0.01269080	0.232	0.8167	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.148507	0.03009811	4.934	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.047335	0.00982481	4.818	0.0001	AGE
V169	1	-0.096954	0.02467199	-3.930	0.0001	SEX
V172	1	-0.041775	0.00684386	-6.104	0.0001	EDUCATION LEVEL
WHS	1	0.007473	0.02962146	0.252	0.8008	1-Hispanic,0-not
BLK	1	0.028225	0.03128504	0.902	0.3670	1-Black,0-not
OTH	1	-0.140172	0.04644823	-3.018	0.0026	1-Other,0-not
SACTO	1	-0.536896	0.04153707	-12.926	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.384985	0.02884451	13.347	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.000788	0.03672910	-0.021	0.9829	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.137841	0.05810507	2.372	0.0177	SACTO*FOLUP1
FOLUP2	1	-0.016690	0.03632965	-0.459	0.6459	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.207094	0.05940545	3.486	0.0005	SACTO*FOLUP2
FOLUP3	1	0.012775	0.03779415	0.338	0.7354	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.373495	0.06298082	5.930	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V36

IF DS SAVES MONEY WE SHARE SAVINGS

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2712.47491	129.16547	109.068	0.0001
Error	12915	15294.79028	1.18427		
C Total	12936	18007.26520			
Root MSE		1.08824	R-square	0.1506	
Dep Mean		2.42307	Adj R-sq	0.1493	
C.V.		44.91170			

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.095092	0.08927325	23.468	0.0001	Intercept
V152	1	-0.069241	0.01419332	-4.878	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.077435	0.02298457	3.369	0.0008	RECODED: WHITE/BLUE COLLAR
V157C	1	0.046563	0.01790727	2.600	0.0093	RECODED: PAY LEVELS
V159A	1	-0.140791	0.02814609	-5.002	0.0001	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.008873	0.00687507	-1.291	0.1969	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.005886	0.01173512	-0.502	0.6160	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.037996	0.02783158	1.365	0.1722	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.063362	0.00908495	6.974	0.0001	AGE
V169	1	-0.003624	0.02281407	-0.159	0.8738	SEX
V172	1	-0.012439	0.00632849	-1.966	0.0494	EDUCATION LEVEL
WHS	1	0.151923	0.02739083	5.546	0.0001	1-Hispanic,0-not
BLK	1	0.181338	0.02892913	6.268	0.0001	1-Black,0-not
OTH	1	-0.035497	0.04295046	-0.826	0.4086	1-Other,0-not
SACTO	1	0.640715	0.03840913	16.681	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.198807	0.02667238	7.454	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.034939	0.03396322	1.029	0.3036	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.124707	0.05372949	-2.321	0.0203	SACTO*FOLUP1
FOLUP2	1	-0.006276	0.03359386	-0.187	0.8518	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.481711	0.05493194	8.769	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.053523	0.03494808	-1.532	0.1257	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.702109	0.05823807	12.056	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V37

BE DEMOTED/REMOVED IF PERFORM POORLY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1628.74372	77.55922	63.110	0.0001
Error	12915	15871.93561	1.22895		
C Total	12936	17500.67933			
Root MSE		1.10858	R-square	0.0931	
Dep Mean		2.81978	Adj R-sq	0.0916	
C.V.		39.31452			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.412124	0.09094201	37.520	0.0001	Intercept
V152	1	-0.082869	0.01445863	-5.731	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.102543	0.02341421	4.380	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.028209	0.01824201	-1.546	0.1220	RECODED: PAY LEVELS
V159A	1	-0.131137	0.02867221	-4.574	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.007996	0.00700358	-1.142	0.2536	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.020363	0.01195449	1.703	0.0885	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.082931	0.02835183	-2.925	0.0034	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.073388	0.00925477	7.930	0.0001	AGE
V169	1	-0.157948	0.02324053	-6.796	0.0001	SEX
V172	1	-0.031694	0.00644678	-4.916	0.0001	EDUCATION LEVEL
WBS	1	0.269785	0.02790283	9.669	0.0001	1-Hispanic,0-not
BLK	1	0.408524	0.02946989	13.862	0.0001	1-Black,0-not
OTH	1	0.173677	0.04375332	3.969	0.0001	1-Other,0-not
SACTO	1	-0.217944	0.03912710	-5.570	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.465283	0.02717096	17.124	0.0001	1=Supervisor,0=Non-Supervisor
FOLUP1	1	0.045253	0.03459809	1.308	0.1909	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	-0.058033	0.05473383	-1.060	0.2890	SACTO*FOLUP1
FOLUP2	1	-0.002920	0.03422182	-0.085	0.9320	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	-0.219798	0.05595877	-3.928	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.062342	0.03560135	-1.751	0.0799	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	-0.138718	0.05932670	-2.338	0.0194	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V38

CONFLICT IN UNITS EFFECTS JOB DONE

Analysis of Variance				
Source	DF	Sum of Squares	Mean Square	Prob>F
Model	21	416.48499	19.83262	0.0001
Error	12915	13913.37069	1.07730	
C Total	12936	14329.85568		
Root MSE	1.03793	R-square	0.0291	
Dep Mean	3.61599	Adj R-sq	0.0275	
C.V.	28.70396			

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.375481	0.08514630	39.643	0.0001	Intercept
V152	1	0.069477	0.01353718	5.132	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.022815	0.02192203	-1.041	0.2980	RECORDED: WHITE/BIJOU COLLAR
V157C	1	-0.005581	0.01707945	-0.327	0.7438	RECORDED: PAY LEVELS
V159A	1	0.080011	0.02684494	2.981	0.0039	RECORDED-CAREER-1, NO CAREER-0
V160	1	-0.010126	0.00655725	-1.544	0.1246	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.026555	0.01119263	-2.373	0.0177	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.005837	0.02654497	0.220	0.8260	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.057963	0.00866497	-6.689	0.0001	AGE
V169	1	0.013276	0.02175941	0.610	0.5418	SEX
V172	1	0.031424	0.00603593	5.206	0.0001	EDUCATION LEVEL
WBS	1	-0.048953	0.02612459	-1.874	0.0610	1-Hispanic, 0-not
BLX	1	-0.086275	0.02759178	-3.127	0.0018	1-Black, 0-not
OTH	1	0.002890	0.04096493	0.071	0.9438	1-Other, 0-not
SACTO	1	0.290776	0.03663354	7.937	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	-0.081676	0.02543936	-3.211	0.0013	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.017070	0.03239316	0.527	0.5982	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.025448	0.05124566	-0.497	0.6195	SACTO*FOLUP1
FOLUP2	1	0.008024	0.03204087	0.250	0.8023	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.009047	0.05239253	-0.173	0.8629	SACTO*FOLUP2
FOLUP3	1	0.045819	0.03333249	1.375	0.1693	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.239545	0.05554582	-4.313	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V39

SUPERVISR INFORMED ON HOW WE FEEL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	959.55274	45.69299	37.287	0.0001
Error	12915	15826.47932	1.22543		
C Total	12936	16786.03206			

Root MSE	1.10699	R-square	0.0572
Dep Mean	2.92389	Adj R-sq	0.0556
C.V.	37.86029		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.917345	0.09081169	32.125	0.0001	Intercept
V152	1	-0.065655	0.01443791	-4.547	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.130242	0.02338066	5.571	0.0001	RECODED: WHITE/BIJE COLLAR
V157C	1	0.052870	0.01821587	2.902	0.0037	RECODED: PAY LEVELS
V159A	1	-0.082277	0.02863112	-2.874	0.0041	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.000213	0.00699355	-0.030	0.9758	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.005059	0.01193735	0.424	0.6717	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.131796	0.02831120	4.655	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.016864	0.00924151	1.825	0.0681	AGE
V169	1	-0.019191	0.02320722	-0.827	0.4083	SEX
V172	1	-0.040018	0.00643755	-6.216	0.0001	EDUCATION LEVEL
WBS	1	0.028218	0.02786285	1.013	0.3112	1-Hispanic, 0-not
BLK	1	-0.020383	0.02942766	-0.693	0.4885	1-Black, 0-not
OTH	1	-0.209400	0.04369062	-4.793	0.0001	1-Other, 0-not
SACTO	1	-0.215254	0.03907104	-5.509	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.462505	0.02713202	17.046	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.045813	0.03454851	1.326	0.1849	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.002070	0.05465540	0.038	0.9698	SACTO*FOLUP1
FOLUP2	1	0.007689	0.03417270	0.225	0.8220	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.202438	0.05587858	3.623	0.0003	SACTO*FOLUP2
FOLUP3	1	-0.019165	0.03555033	-0.539	0.5898	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.302979	0.05924168	3.426	0.0006	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V40		Analysis of Variance			
Variable	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2260.63666	107.64936	95.069	0.0001
Error	12915	14624.07336	1.13233		
C Total	12936	16884.71002			
Root MSE		1.06411	R-square	0.1339	
Dep Mean		2.29969	Adj R-sq	0.1325	
C.V.		46.27199			

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	2.418707	0.08729388	27.708	0.0001
V152	1	-0.129620	0.01387862	-9.340	0.0001
V156W	1	0.069967	0.02247495	3.113	0.0019
V157C	1	0.146754	0.01751023	8.381	0.0001
V159A	1	-0.113605	0.02752203	-4.128	0.0001
V160	1	-0.002380	0.00672263	-0.354	0.7233
V161	1	0.005920	0.01147493	0.516	0.6059
V165	1	0.100135	0.02721450	3.679	0.0002
V168	1	0.080142	0.00888352	9.021	0.0001
V169	1	-0.121526	0.02330824	-5.448	0.0001
V172	1	-0.039819	0.00618817	-6.435	0.0001
WBS	1	0.132390	0.02678351	4.943	0.0001
BLK	1	-0.050409	0.02828771	-1.782	0.0748
OTH	1	-0.138871	0.04199816	-3.307	0.0009
SACTO	1	-0.369046	0.03755752	-9.826	0.0001
SUPER	1	0.649037	0.02608100	24.885	0.0001
FOLJ01	1	-0.009082	0.03321019	-0.273	0.7845
FOLPSACT	1	0.023058	0.05253819	0.439	0.6607
FOLJ02	1	-0.028520	0.03284901	-0.868	0.3853
FLP2SACT	1	0.167198	0.05371398	3.113	0.0019
FOLJ03	1	-0.117832	0.03417320	-3.448	0.0006
FLP3SACT	1	0.307811	0.05694681	5.405	0.0001

Variable Label
 Intercept
 HOW LONG WORKED IN DS?
 RECODED: WHITE/BLUE COLLAR
 RECODED: PAY LEVELS
 RECODED-CAREER-1, NO CAREER-0
 HOW LONG WORKED WITH IMMEDIATE SUPR?
 HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
 MEMBER OF LOCAL UNION FOR DS EMPLOYEES
 AGE
 SEX
 EDUCATION LEVEL
 1-Hispanic, 0-not
 1-Black, 0-not
 1-Other, 0-not
 SACRAMENTO, 1-YES, 0-NO
 1-Supervisor, 0-Non-Supervisor
 YEAR1 FOLLOWUP - 1-YES, 0-NO
 SACTO*FOLJ01
 YEAR 2 FOLLOWUP - 1-YES, 0-NO
 SACTO*FOLJ02
 YEAR 3 FOLLOWUP - 1-YES, 0-NO
 SACTO*FOLJ03

Table B.5--continued

Dependent Variable: V41

TELL COWORKERS IF NOT WORKING HARD

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2096.11742	99.81512	82.699	0.0001
Error	12915	15587.91186	1.20696		
C Total	12936	17684.02927			

Root MSE	1.09862	R-square	0.1185
Dep Mean	2.90082	Adj R-sq	0.1171
C.V.	37.87273		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.554913	0.09012465	39.444	0.0001	Intercept
V152	1	0.009218	0.01432868	0.643	0.5200	HOW LONG WORKED IN DS?
V156W	1	-0.063713	0.02320377	-2.746	0.0060	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.019164	0.01807805	-1.060	0.2891	RECODED: PAY LEVELS
V159A	1	-0.081409	0.02841451	-2.865	0.0042	RECODED-CAREER-1,NO CAREER=0
V160	1	0.006603	0.00694064	0.951	0.3415	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.024520	0.01184704	-2.070	0.0385	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.111280	0.02809701	-3.961	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.009904	0.00917159	-1.080	0.2802	AGE
V169	1	-0.359173	0.02303165	-15.595	0.0001	SEX
V172	1	0.004587	0.00638884	0.718	0.4728	EDUCATION LEVEL
NHS	1	0.195528	0.02765205	7.071	0.0001	1-Hispanic,0-not
BLK	1	0.247855	0.02920503	8.487	0.0001	1-Black,0-not
OTH	1	-0.013437	0.04336008	-0.310	0.7566	1-Other,0-not
SACTO	1	-0.045507	0.03877544	-1.174	0.2406	SACRAMENTO,1=YES,0=NO
SUPER	1	0.768589	0.02692675	28.544	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	0.025797	0.03428713	0.752	0.4518	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.040083	0.05424190	-0.739	0.4599	SACTO*FOLUP1
FOLUP2	1	0.064124	0.03391424	1.891	0.0587	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.023672	0.05545582	-0.427	0.6695	SACTO*FOLUP2
FOLUP3	1	0.049269	0.03528137	1.396	0.1626	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.022001	0.05879348	0.374	0.7083	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V42

NECESSRY TO MIN COSTS MAX PERFMCE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	651.83212	31.03962	38.817	0.0001
Error	12915	10327.23191	0.79963		
C Total	12936	10979.06403			

Root MSE	0.89422	R-square	0.0594
Dep Mean	3.94482	Adj R-sq	0.0578
C.V.	22.66824		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.618864	0.07335700	49.332	0.0001	Intercept
V152	1	-0.024345	0.01166284	-2.087	0.0369	HOW LONG WORKED IN DS?
V156W	1	0.057104	0.01888672	3.023	0.0025	RECODED: WHITE/BLUE COLLAR
V157C	1	0.136702	0.01471464	9.290	0.0001	RECODED: PAY LEVELS
V159A	1	0.105164	0.02312801	4.547	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.027687	0.00564933	-4.901	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.030082	0.00964291	-3.120	0.0018	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.012462	0.02286958	0.545	0.5858	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.024681	0.00746522	3.306	0.0009	AGE
V169	1	-0.081503	0.01874662	-4.348	0.0001	SEX
V172	1	0.033213	0.00520020	6.387	0.0001	EDUCATION LEVEL
WHS	1	-0.143074	0.02250740	-6.357	0.0001	1-Hispanic,0-not
BLK	1	-0.237716	0.02377144	-10.000	0.0001	1-Black,0-not
OTH	1	-0.183928	0.03529296	-5.211	0.0001	1-Other,0-not
SACTO	1	-0.024185	0.03156129	-0.766	0.4435	SACRAMENTO,1-YES,0-NO
SUPER	1	0.214657	0.02191704	9.794	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.030490	0.02790803	1.093	0.2746	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.018735	0.04415022	0.424	0.6713	SACTO*FOLUP1
FOLUP2	1	0.103594	0.02760452	3.753	0.0002	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.095350	0.04513830	2.112	0.0347	SACTO*FOLUP2
FOLUP3	1	0.122502	0.02871729	4.266	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.009969	0.04785499	0.208	0.8350	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V43

WORK HARD GET GOOD JOB PERFORMANCE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	822.21345	39.15302	29.007	0.0001
Error	12915	17432.58444	1.34979		
C Total	12936	18254.79788			

Root MSE	1.16181	R-square	0.0450
Dep Mean	3.54284	Adj R-sq	0.0435
C.V.	32.79308		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.906212	0.09530825	40.985	0.0001	Intercept
V152	1	-0.065741	0.01515281	-4.339	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.163023	0.02453835	6.644	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.050963	0.01911783	2.666	0.0077	RECODED: PAY LEVELS
V159A	1	-0.037631	0.03004880	-1.252	0.2105	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.008853	0.00733983	-1.206	0.2278	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.077942	0.01252844	-6.221	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.126371	0.02971304	4.253	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.003447	0.00969911	-0.355	0.7223	AGE
V169	1	0.057683	0.02435633	2.368	0.0179	SEX
V172	1	-0.034599	0.00675630	-5.121	0.0001	EDUCATION LEVEL
WHS	1	0.100537	0.02924248	3.438	0.0006	1-Hispanic,0-not
BLK	1	-0.293587	0.03088478	-9.506	0.0001	1-Black,0-not
OTH	1	-0.289903	0.04585397	-6.322	0.0001	1-Other,0-not
SACTO	1	-0.132947	0.04100565	-3.242	0.0012	SACRAMENTO,1=YES,0=NO
SUPER	1	0.224311	0.02847547	7.877	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	-0.092590	0.03625918	-2.554	0.0107	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.070313	0.05736167	1.226	0.2203	SACTO*FOLUP1
FOLUP2	1	-0.078567	0.03586485	-2.191	0.0285	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.163571	0.05864542	2.789	0.0053	SACTO*FOLUP2
FOLUP3	1	-0.131823	0.03731061	-3.533	0.0004	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.195491	0.06217505	3.144	0.0017	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V44

SUPPORT OTHER DIRECTORATES-MAINTEN

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	357.08917	17.00425	28.023	0.0001
Error	12915	7836.87064	0.60680		
C Total	12936	8193.95981			

Root MSE	0.77898	R-square	0.0436
Dep Mean	4.09583	Adj R-sq	0.0420
C.V.	19.01878		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.635957	0.06390296	56.898	0.0001	Intercept
V152	1	-0.015749	0.01015976	-1.550	0.1211	HOW LONG WORKED IN DS?
V156W	1	0.118504	0.01645265	7.203	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.097157	0.01281826	7.580	0.0001	RECODED: PAY LEVELS
V159A	1	0.098112	0.02014733	4.870	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.019584	0.00492126	-3.979	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.000601	0.00840015	0.072	0.9429	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.032780	0.01992221	1.645	0.0999	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.017121	0.00650313	2.633	0.0085	AGE
V169	1	0.016535	0.01633061	1.013	0.3113	SEX
V172	1	0.014751	0.00453001	3.256	0.0011	EDUCATION LEVEL
WBS	1	-0.013539	0.01960671	-0.691	0.4899	1-Hispanic,0-not
BLK	1	-0.061855	0.02070785	-2.987	0.0028	1-Black,0-not
OTH	1	-0.102772	0.03074450	-3.343	0.0008	1-Other,0-not
SACTO	1	-0.098293	0.02749376	-3.575	0.0004	SACRAMENTO,1=YES,0=NO
SUPER	1	0.126805	0.01909244	6.642	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.026663	0.02431132	1.097	0.2728	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.033469	0.03846026	-0.870	0.3842	SACTO*FOLUP1
FOLUP2	1	0.032362	0.02404692	1.346	0.1784	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.070394	0.03932100	1.790	0.0734	SACTO*FOLUP2
FOLUP3	1	0.067950	0.02501629	2.716	0.0066	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.021632	0.04168757	0.519	0.6038	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V45

LIVE THE WAY UNION HANDLES THINGS

Analysis of Variance			
Source	DF	Sum of Squares	Mean Square
Model	21	778.33353	37.06350
Error	12915	12615.63642	0.97682
C Total	12936	13393.96995	
Root MSE	0.98834	R-square	0.0581
Dep Mean	2.44818	Adj R-sq	0.0566
C.V.	40.37056		

Parameter Estimates			
Variable	DF	Parameter Estimate	Standard Error
INTERCEP	1	2.852936	0.08107822
V152	1	-0.099964	0.01289041
V156W	1	0.221885	0.02087465
V157C	1	0.007855	0.01626343
V159A	1	-0.032992	0.02556235
V160	1	0.007390	0.00624396
V161	1	-0.031609	0.01065787
V165	1	-0.203965	0.02527672
V168	1	0.076727	0.00825098
V169	1	0.150703	0.02071980
V172	1	-0.010859	0.00574755
WHS	1	0.049875	0.02487642
BLK	1	0.073030	0.02627352
OTH	1	-0.176672	0.03900773
SACTO	1	-0.144278	0.03488328
SUPER	1	-0.042561	0.02422393
FOLUP1	1	0.028944	0.03084549
FOLPSACT	1	-0.149988	0.04879737
FOLUP2	1	0.010694	0.03051004
FLP2SACT	1	-0.158057	0.04988934
FOLUP3	1	0.006255	0.03173994
FLP3SACT	1	-0.181118	0.05289198

Variable Label	Prob > T	Prob > F
Intercept	0.0001	0.0001
BOW LONG WORKED IN DS?	0.0001	
RECODED: WHITE/BLUE COLLAR	0.0001	
RECODED: PAY LEVELS	0.6291	
RECODED-CAREER-1, NO CAREER-0	0.1968	
BOW LONG WORRED WITH IMMEDIATE SUPR?	0.2366	
BOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	0.0030	
MEMBER OF LOCAL UNION FOR DS EMPLOYEES	0.0001	
AGE	0.0001	
SEX	0.0001	
EDUCATION LEVEL	0.0589	
1-Hispanic, 0-not	0.0450	
1-Black, 0-not	0.0055	
1-Other, 0-not	0.0001	
SACRAMENTO, 1=YES, 0=NO	0.0001	
1-Supervisor, 0=Non-Supervisor	0.0789	
YEARI FOLLOWUP - 1=YES, 0=NO	0.3481	
SACTO*FOLUP1	0.0021	
YEAR 2 FOLLOWUP - 1=YES, 0=NO	0.7260	
SACTO*FOLUP2	0.0015	
YEAR 3 FOLLOWUP - 1=YES, 0=NO	0.8438	
SACTO*FOLUP3	0.0006	

Table B.5--continued

Dependent Variable: V46

COORDIN WITH WORK UNITS IS GOOD IN DS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	958.45852	45.64088	38.976	0.0001
Error	12915	15123.31273	1.17099		
C Total	12936	16081.77125			

Root MSE	1.08212	R-square	0.0596
Dep Mean	2.70402	Adj R-sq	0.0581
C.V.	40.01901		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.040616	0.08877140	34.252	0.0001	Intercept
V152	1	-0.115320	0.01411353	-8.171	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.092820	0.02285536	4.061	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.011667	0.01760661	0.655	0.5124	RECODED: PAY LEVELS
V159A	1	-0.118081	0.02798786	-4.219	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	0.002371	0.00683642	0.347	0.7287	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.020796	0.01166915	1.782	0.0748	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.088793	0.02767513	3.208	0.0013	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.048847	0.00903388	5.407	0.0001	AGE
V169	1	-0.049256	0.02268582	-2.171	0.0299	SEX
V172	1	-0.041876	0.00629291	-6.655	0.0001	EDUCATION LEVEL
WHS	1	0.163819	0.02723685	6.015	0.0001	1-Hispanic,0-not
BLK	1	0.002140	0.02876650	0.074	0.9407	1-Black,0-not
OTH	1	-0.077886	0.04270901	-1.824	0.0682	1-Other,0-no
SACTO	1	-0.347827	0.03819322	-9.107	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.263417	0.02652244	9.932	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.025351	0.03377230	0.751	0.4529	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.041215	0.05342744	-0.771	0.4405	SACTO*FOLUP1
FOLUP2	1	0.041063	0.03340501	1.229	0.2190	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.060157	0.05462314	1.101	0.2708	SACTO*FOLUP2
FOLUP3	1	0.002564	0.03475161	0.074	0.9412	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.262820	0.05791068	4.538	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V47		HARD TO LEAVE JOB, EVEN IF WANTED TO				
Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	21	516.95832	24.61706	16.067	0.0001	
Error	12915	19787.27391	1.53212			
C Total	12936	20304.23223				
Root MSE	1.23779	R-square	0.0255			
Dep Mean	3.30505	Adj R-sq	0.0239			
C.V.	37.45141					
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.048837	0.10154127	30.026	0.0001	Intercept
V152	1	0.100353	0.01614378	6.216	0.0001	HOW LONG WORKED IN DS?
V156M	1	-0.172323	0.02614313	-6.592	0.0001	RECODED: WHITE/BIHE COLLAR
V157C	1	0.025763	0.02036811	1.265	0.2059	RECODED: PAY LEVELS
V159A	1	0.013063	0.03201395	0.408	0.6832	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.003333	0.00781985	-0.426	0.6700	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.015953	0.01334778	-1.195	0.2320	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.033871	0.03165622	-1.070	0.2847	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.043608	0.01033342	4.220	0.0001	AGE
V169	1	0.075783	0.02594920	3.075	0.0021	SEX
V172	1	-0.025039	0.00719815	-3.479	0.0005	EDUCATION LEVEL
MBS	1	0.010015	0.03115490	0.321	0.7479	1-Hispanic, 0-not
BLK	1	-0.164847	0.03290460	-5.010	0.0001	1-Black, 0-not
OTH	1	-0.147132	0.04885275	-3.012	0.0026	1-Other, 0-not
SACTO	1	-0.084952	0.04368735	-1.945	0.0519	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.062520	0.03033772	2.061	0.0393	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.010240	0.03863048	-0.265	0.7910	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.075945	0.06111304	-1.243	0.2140	SACTO*FOLUP1
FOLUP2	1	0.140317	0.03821036	3.672	0.0002	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.162211	0.06248074	-2.596	0.0094	SACTO*FOLUP2
FOLUP3	1	0.086523	0.03975067	2.177	0.0295	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.131348	0.066244120	-1.983	0.0474	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V48

PAY DIFFERENCES REFLECT TYPE OF JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1347.20625	64.15268	51.734	0.0001
Error	12915	16015.24618	1.24005		
C Total	12936	17362.45243			

Root MSE	1.11358	R-square	0.0776
Dep Mean	2.62049	Adj R-sq	0.0761
C.V.	42.49485		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.784849	0.09135165	30.485	0.0001	Intercept
V152	1	-0.023865	0.01452376	-1.643	0.1004	HOW LONG WORKED IN DS?
V156W	1	-0.066386	0.02351968	-2.823	0.0048	RECODED: WHITE/BLUE COLLAR
V157C	1	0.075945	0.01832418	4.145	0.0001	RECODED: PAY LEVELS
V159A	1	-0.141701	0.02880136	-4.920	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.000775	0.00703513	-0.110	0.9123	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.046997	0.01200833	3.914	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.052466	0.02847954	1.842	0.0655	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.062532	0.00929646	6.726	0.0001	AGE
V169	1	-0.106846	0.02334521	-4.577	0.0001	SEX
V172	1	-0.066404	0.00647592	-10.254	0.0001	EDUCATION LEVEL
WBS	1	0.314372	0.02802852	11.216	0.0001	1-Hispanic, 0-not
BLK	1	0.271763	0.02960264	9.180	0.0001	1-Black, 0-not
OTH	1	0.109466	0.04395040	2.491	0.0128	1-Other, 0-not
SACTO	1	-0.237866	0.03930335	-6.052	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.125019	0.02729335	4.581	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.002697	0.03475393	0.078	0.9381	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.175504	0.05498038	-3.192	0.0014	SACTO*FOLUP1
FOLUP2	1	-0.029004	0.03437597	-0.844	0.3988	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.186268	0.05621083	-3.314	0.0009	SACTO*FOLUP2
FOLUP3	1	-0.126575	0.03576171	-3.539	0.0004	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.063690	0.05959393	-1.069	0.2852	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V49

RESPONSIBLE HOW WELL WORK GETS DONE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	229.24503	10.91643	12.229	0.0001
Error	12915	11528.54149	0.89265		
C Total	12936	11757.78652			

Root MSE	0.94480	R-square	0.0195
Dep Mean	3.88514	Adj R-sq	0.0179
C.V.	24.31831		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.867741	0.07750626	49.902	0.0001	Intercept
V152	1	-0.007944	0.01232252	-0.645	0.5192	HOW LONG WORKED IN DS?
V156W	1	0.034663	0.01995500	1.737	0.0824	RECODED: WHITE/BLUE COLLAR
V157C	1	0.064601	0.01554694	4.155	0.0001	RECODED: PAY LEVELS
V159A	1	0.056569	0.02443619	2.315	0.0206	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.005860	0.00596887	-0.982	0.3262	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.055578	0.01018833	-5.455	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.045735	0.02416314	1.893	0.0584	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.023037	0.00788748	2.921	0.0035	AGE
V169	1	-0.010997	0.01980698	-0.555	0.5788	SEX
V172	1	0.005858	0.00549434	1.066	0.2863	EDUCATION LEVEL
WHS	1	-0.150442	0.02378048	-6.326	0.0001	1-Hispanic,0=not
BLK	1	-0.167340	0.02511602	-6.663	0.0001	1-Black,0=not
OTH	1	-0.260581	0.03728922	-6.988	0.0001	1-Other,0=not
SACTO	1	-0.085057	0.03334648	-2.551	0.0108	SACRAMENTO,1=YES,0=NO
SUPER	1	0.015403	0.02315673	0.665	0.5060	1-Supervisor,0=Non-Supervisor
FOLUP1	1	-0.010707	0.02948657	-0.363	0.7165	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.016800	0.04664747	-0.360	0.7187	SACTO*FOLUP1
FOLUP2	1	0.028801	0.02916590	0.987	0.3234	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.047136	0.04769143	-0.988	0.3230	SACTO*FOLUP2
FOLUP3	1	0.011355	0.03034162	0.374	0.7082	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.022825	0.05056179	-0.451	0.6517	SACTO*FOLUP3

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Table B.5--continued

Dependent Variable: V50

SUPERVISOR SETS CLEAR GOALS FOR ME

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1128.59460	53.74260	41.444	0.0001
Error	12915	16747.38254	1.29674		
C Total	12936	17875.97714			

Root MSE	1.13874	R-square	0.0631
Dep Mean	2.87708	Adj R-sq	0.0616
C.V.	39.57983		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.875708	0.09341639	30.784	0.0001	Intercept
V152	1	-0.059049	0.01485202	-3.976	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.085506	0.02405127	3.555	0.0004	RECODED: WHITE/BLUE COLLAR
V157C	1	0.011457	0.01873834	0.611	0.5409	RECODED: PAY LEVELS
V159A	1	-0.092102	0.02945233	-3.127	0.0018	RECODED-CAREER=1, NO CAREER=0
V160	1	0.025485	0.00719414	3.542	0.0004	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.009604	0.01227975	-0.782	0.4342	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.153373	0.02912323	5.266	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.067998	0.00950658	7.153	0.0001	AGE
V169	1	-0.052369	0.02387286	-2.194	0.0283	SEX
V172	1	-0.041692	0.00662219	-6.296	0.0001	EDUCATION LEVEL
WHS	1	-0.012134	0.02866202	-0.423	0.6721	1-Hispanic, 0-not
BLK	1	-0.043390	0.03027172	-1.433	0.1518	1-Black, 0-not
OTH	1	-0.110476	0.04494377	-2.458	0.0140	1-Other, 0-not
SACTO	1	-0.368886	0.04019169	-9.178	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.402483	0.02791023	14.421	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	0.013763	0.03553944	0.387	0.6986	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.089529	0.05622305	1.592	0.1113	SACTO*FOLUP1
FOLUP2	1	0.059077	0.03515294	1.681	0.0929	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.121808	0.05748131	2.119	0.0341	SACTO*FOLUP2
FOLUP3	1	-0.047176	0.03657000	-1.290	0.1971	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.242038	0.06094088	3.972	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V51		GIVEN SIMPLER WORK IF DO JOB POORLY			
Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	315.17402	15.00829	11.967	0.0001
Error	12915	16196.55568	1.25409		
C Total	12936	16511.72970			
Root MSE	1.11986	R-square	0.0191		
Dep Mean	2.58475	Adj R-sq	0.0175		
C.V.	43.32573				

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.742323	0.09186730	29.851	0.0001	Intercept
V152	1	0.003418	0.01460574	0.234	0.8150	HOW LONG WORKED IN DSP?
V156W	1	0.044184	0.02365244	1.868	0.0618	RECODED: WHITE/BLUE COLLAR
V157C	1	0.078921	0.01842761	4.283	0.0001	RECODED: PAY LEVELS
V159A	1	0.006912	0.02896394	0.239	0.8114	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.016249	0.00707484	-2.297	0.0217	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.035554	0.01207612	-2.944	0.0032	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.010088	0.02864029	0.352	0.7247	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.035377	0.00934894	-3.784	0.0002	AGE
V169	1	-0.157644	0.02347699	-6.715	0.0001	SEX
V172	1	0.025989	0.00651238	3.991	0.0001	EDUCATION LEVEL
WHS	1	-0.027672	0.02818673	-0.982	0.3262	1-Hispanic, 0-not
BLK	1	-0.183158	0.02976973	-6.153	0.0001	1-Black, 0-not
OTH	1	-0.091628	0.04419849	-2.073	0.0382	1-Other, 0-not
SACTO	1	0.081488	0.03952520	2.062	0.0393	SACRAMENTO, 1=YES, 0=NO
SUPER	1	-0.169001	0.02744741	-6.157	0.0001	1-Supervisor, 0=Non-Supervisor
FOLJP1	1	0.071965	0.03495010	2.059	0.0395	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.023425	0.05529072	-0.424	0.6718	SACTO*FOLJP1
FOLJP2	1	0.044122	0.03457001	1.276	0.2019	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.040200	0.05652812	-0.711	0.4770	SACTO*FOLJP2
FOLJP3	1	0.046135	0.03596357	1.283	0.1996	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.041591	0.05993032	-0.694	0.4877	SACTO*FOLJP3

Table B.5--continued

Dependent Variable: V52

DS PEOPLE DO THINGS BEHIND ONES BACK

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1025.60138	48.83816	45.900	0.0001
Error	12915	13741.63877	1.06401		
C Total	12936	14767.24014			

Root MSE	1.03151	R-square	0.0695
Dep Mean	3.87384	Adj R-sq	0.0679
C.V.	26.62747		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	4.133516	0.08461919	48.848	0.0001	Intercept
V152	1	0.113512	0.01345338	8.437	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.046652	0.02178632	-2.141	0.0323	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.092975	0.01697372	-5.478	0.0001	RECODED: PAY LEVELS
V159A	1	0.088761	0.02667875	3.327	0.0009	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.002174	0.00651665	-0.334	0.7387	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.005676	0.01112334	-0.510	0.6099	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.114563	0.02638064	-4.343	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.108212	0.00861133	-12.566	0.0001	AGE
V169	1	0.043881	0.02162471	2.029	0.0425	SEX
V172	1	0.016905	0.00599857	2.818	0.0048	EDUCATION LEVEL
WHS	1	-0.231697	0.02596287	-8.924	0.0001	1-Hispanic,0-not
BLK	1	0.091222	0.02742097	3.327	0.0009	1-Black,0-not
OTH	1	0.050114	0.04071133	1.231	0.2184	1-Other,0-not
SACTO	1	0.089676	0.03640676	2.463	0.0138	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.337705	0.02528187	-13.358	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.079663	0.03219263	-2.475	0.0134	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.119604	0.05092842	2.348	0.0189	SACTO*FOLUP1
FOLUP2	1	-0.066350	0.03184252	-2.084	0.0372	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.032498	0.05206819	0.624	0.5325	SACTO*FOLUP2
FOLUP3	1	0.021261	0.03312614	0.642	0.5210	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.097345	0.05520196	-1.763	0.0779	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V53

HELP DS BY HELPING SECTION TO DO JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	469.43690	22.35414	32.629	0.0001
Error	12915	8848.10249	0.68510		
C Total	12936	9317.53938			
Root MSE		0.82771	R-square	0.0504	
Dep Mean		3.91564	Adj R-sq	0.0488	
C.V.		21.13857			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.730635	0.06790077	54.942	0.0001	Intercept
V152	1	-0.025987	0.01079536	-2.407	0.0161	HOW LONG WORRED IN DS?
V156W	1	0.093646	0.01748194	5.357	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.102545	0.01362010	7.529	0.0001	RECODED: PAY LEVELS
V159A	1	0.008145	0.02140776	0.380	0.7036	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.015422	0.00522914	-2.949	0.0032	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.018161	0.00892567	-2.035	0.0419	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.011882	0.02116855	0.561	0.5746	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.027592	0.00690997	3.993	0.0001	AGE
V169	1	-0.055367	0.01735226	-3.191	0.0014	SEX
V172	1	0.012847	0.00481341	2.669	0.0076	EDUCATION LEVEL
WHS	1	0.075254	0.02083332	3.612	0.0003	1-Hispanic,0-not
BLK	1	-0.020700	0.02200334	-0.941	0.3468	1-Black,0-not
OTH	1	-0.089221	0.03266789	-2.731	0.0063	1-Other,0-not
SACTO	1	-0.087087	0.02921379	-2.981	0.0029	SACRAMENTO,1=YES,0-NO
SUPER	1	0.282760	0.02028687	13.938	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.037809	0.02583225	-1.464	0.1433	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	-0.008828	0.04086636	-0.216	0.8290	SACTO*FOLUP1
FOLUP2	1	-0.026227	0.02555131	-1.026	0.3047	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.085108	0.04178095	2.037	0.0417	SACTO*FOLUP2
FOLUP3	1	-0.017251	0.02658132	-0.649	0.5164	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	0.003980	0.04429557	0.090	0.9284	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V54

IN GENERAL, LIKE WORKING HERE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1192.95309	56.80729	53.130	0.0001
Error	12915	13808.91877	1.06922		
C Total	12936	15001.87186			
Root MSE		1.03403	R-square	0.0795	
Dep Mean		3.65420	Adj R-sq	0.0780	
C.V.		28.29700			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.554873	0.08482609	41.908	0.0001	Intercept
V152	1	-0.030734	0.01348628	-2.279	0.0227	HOW LONG WORKED IN DS?
V156W	1	-0.064513	0.02183959	-2.954	0.0031	RECODED: WHITE/BLUE COLLAR
V157C	1	0.162176	0.01701522	9.531	0.0001	RECODED: PAY LEVELS
V159A	1	-0.095478	0.02674398	-3.570	0.0004	RECODED-CAREER-1, NO CAREER=0
V160	1	0.007946	0.00653259	1.216	0.2238	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.041455	0.01115054	-3.718	0.0002	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.115176	0.02644515	4.355	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.105766	0.00863238	12.252	0.0001	AGE
V169	1	-0.057967	0.02167758	-2.674	0.0075	SEX
V172	1	-0.053724	0.00601323	-8.934	0.0001	EDUCATION LEVEL
WHS	1	0.220466	0.02602635	8.471	0.0001	1-Hispanic,0-not
BLK	1	-0.039898	0.02748802	-1.451	0.1467	1-Black,0-not
OTH	1	-0.172569	0.04081087	-4.229	0.0001	1-Other,0-not
SACTO	1	-0.242739	0.03649578	-6.651	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.255526	0.02534369	10.082	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	-0.031942	0.03227134	-0.990	0.3223	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.047192	0.05105294	-0.924	0.3553	SACTO*FOLUP1
FOLUP2	1	-0.031991	0.03192038	-1.002	0.3163	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.014728	0.05219550	0.282	0.7778	SACTO*FOLUP2
FOLUP3	1	-0.131868	0.03320713	-3.971	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.185976	0.05533693	3.361	0.0008	SACTO*FOLUP3

Table 3.5--continued

Dependent Variable: V55

HAVE SAY ON HOW TO DO MY JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2415.70765	115.03370	79.400	0.0001
Error	12915	18711.00367	1.44878		
C Total	12936	21126.71132			

Root MSE	1.20365	R-square	0.1143
Dep Mean	2.97246	Adj R-sq	0.1129
C.V.	40.49356		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.049116	0.09874114	20.752	0.0001	Intercept
V152	1	-0.016039	0.01569859	-1.022	0.3070	HOW LONG WORKED IN DS?
V156W	1	0.248011	0.02542220	9.756	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.210611	0.01980643	10.633	0.0001	RECODED: PAY LEVELS
V159A	1	-0.019619	0.03113112	-0.630	0.5286	RECODED-CAREER-1, NO CAREER-0
V160	1	0.027451	0.00760420	3.610	0.0003	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.028462	0.01297969	2.193	0.0283	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.183411	0.03078326	5.958	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.029543	0.01004046	2.940	0.0033	AGE
V169	1	-0.085054	0.02523362	-3.371	0.0008	SEX
V172	1	-0.021591	0.00699966	-3.085	0.0020	EDUCATION LEVEL
WBS	1	0.075847	0.03029577	2.504	0.0123	1-Hispanic, 0-not
BLK	1	-0.173165	0.03199721	-5.412	0.0001	1-Black, 0-not
OTH	1	-0.155427	0.04750558	-3.272	0.0011	1-Other, 0-not
SACTO	1	-0.251014	0.04248262	-5.909	0.0001	SACRAMENTO, 1=YES, 0-NO
SUPER	1	0.561731	0.02950112	19.041	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.098375	0.03756520	-2.619	0.0088	YEAR1 FOLLOWUP - 1=YES, 0-NO
FOLPSACT	1	0.074802	0.05942777	1.259	0.2082	SACTO*FOLUP1
FOLUP2	1	-0.067289	0.03715666	-1.811	0.0702	YEAR 2 FOLLOWUP - 1=YES, 0-NO
FLP2SACT	1	0.251168	0.06075776	4.134	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.048906	0.03865450	-1.265	0.2058	YEAR 3 FOLLOWUP - 1=YES, 0-NO
FLP3SACT	1	0.314730	0.06441452	4.886	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V56

TELL SUPRVSR HOW OTHERS CAN IMPROVE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1003.45386	47.78352	40.781	0.0001
Error	12915	15132.45667	1.17170		
C Total	12936	16135.91053			
Root MSE	1.08245	R-square	0.0622		
Dep Mean	2.97277	Adj R-sq	0.0607		
C.V.	36.41219				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.192944	0.08879823	35.957	0.0001	Intercept
V152	1	-0.017139	0.01411780	-1.214	0.2248	HOW LONG WORKED IN DS?
V156W	1	0.003755	0.02286227	0.164	0.8695	RECODED: WHITE/BLUE COLLAR
V157C	1	0.068561	0.01781199	3.849	0.0001	RECODED: PAY LEVELS
V159A	1	-0.102845	0.02799632	-3.674	0.0002	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.007677	0.00683849	-1.123	0.2616	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.024250	0.01167268	2.077	0.0378	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.002965	0.02768349	0.107	0.9147	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.002370	0.00903661	-0.262	0.7931	AGE
V169	1	-0.249653	0.02269268	-11.001	0.0001	SEX
V172	1	-0.008036	0.00629481	-1.277	0.2017	EDUCATION LEVEL
WHS	1	0.209127	0.02724508	7.676	0.0001	1-Hispanic,0-not
BLK	1	0.031890	0.02877520	1.108	0.2678	1-Black,0-not
OTH	1	-0.053741	0.04272192	-1.258	0.2084	1-Other,0-not
SACTO	1	-0.108013	0.03820476	-2.827	0.0047	SACRAMENTO,1-YES,0-NO
SUPER	1	0.446234	0.02653046	16.820	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.066103	0.03378251	-1.957	0.0504	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.097809	0.05344359	1.830	0.0673	SACTO*FOLUP1
FOLUP2	1	-0.024061	0.03341511	-0.720	0.4715	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.171981	0.05463965	3.148	0.0017	SACTO*FOLUP2
FOLUP3	1	0.003061	0.03476212	0.088	0.9298	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.076862	0.05792819	1.327	0.1846	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V57

COWORKERS AFRAID TO EXPRESS REAL VIEWS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	920.81791	43.84847	31.424	0.0001
Error	12915	18021.60188	1.39540		
C Total	12936	18942.41979			
Root MSE	1.18127	R-square	0.0486		
Dep Mean	3.32125	Adj R-sq	0.0471		
C.V.	35.56705				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.786035	0.09690503	39.070	0.0001	Intercept
V152	1	0.045339	0.01540667	2.943	0.0033	HOW LONG WORKED IN DS?
V156W	1	-0.052621	0.02494947	-2.109	0.0350	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.122148	0.01943813	-6.284	0.0001	RECODED: PAY LEVELS
V159A	1	0.049927	0.03055223	1.634	0.1023	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.000851	0.00746280	-0.114	0.9092	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.006776	0.01273833	-0.532	0.5948	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.223015	0.03021084	-7.382	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.031453	0.00986160	-3.189	0.0014	AGE
V169	1	0.021622	0.02476440	0.873	0.3826	SEX
V172	1	0.031498	0.00686950	4.585	0.0001	EDUCATION LEVEL
WHS	1	0.030155	0.02973241	1.014	0.3105	1-Hispanic,0-not
BLK	1	0.026914	0.03140222	0.857	0.3914	1-Black,0-not
OTH	1	0.170554	0.04662220	3.658	0.0003	1-Other,0-not
SACTO	1	0.113256	0.04169265	2.716	0.0066	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.417917	0.02895254	-14.435	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.020881	0.03686666	0.566	0.5711	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.054667	0.05832270	-0.937	0.3486	SACTO*FOLUP1
FOLUP2	1	0.005648	0.03646573	0.155	0.8769	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.086608	0.05962795	-1.452	0.1464	SACTO*FOLUP2
FOLUP3	1	0.101693	0.03793571	2.681	0.0074	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.289506	0.06321671	-4.580	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V58

GENERALLY SATISFIED WITH JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1335.60749	63.60036	55.950	0.0001
Error	12915	14680.88858	1.13673		
C Total	12936	16016.49607			

Root MSE	1.06618	R-square	0.0834
Dep Mean	3.43289	Adj R-sq	0.0619
C.V.	31.05771		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.062740	0.08746328	35.017	0.0001	Intercept
V152	1	-0.026011	0.01390556	-1.871	0.0614	HOW LONG WORKED IN DS?
V156W	1	-0.084762	0.02251857	-3.764	0.0002	RECODED: WHITE/BLUE COLLAR
V157C	1	0.229170	0.01754421	13.062	0.0001	RECODED: PAY LEVELS
V159A	1	-0.062436	0.02757544	-2.264	0.0236	RECODED-CAREER-1, NO CAREER-0
V160	1	0.002452	0.00673568	0.364	0.7158	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.037136	0.01149720	-3.230	0.0012	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.135747	0.02726731	4.978	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.110218	0.00890076	12.383	0.0001	AGE
V169	1	-0.034814	0.02235153	-1.558	0.1194	SEX
V172	1	-0.053245	0.00620018	-8.588	0.0001	EDUCATION LEVEL
WHS	1	0.203256	0.02683549	7.574	0.0001	1-Hispanic, 0-not
BLK	1	-0.108153	0.02834261	-3.816	0.0001	1-Black, 0-not
OTH	1	-0.121004	0.04207966	-2.876	0.0040	1-Other, 0-not
SACTO	1	-0.279308	0.03763041	-7.422	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.231477	0.02613161	8.858	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.017999	0.03327464	-0.541	0.5886	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.011253	0.05264015	-0.214	0.8307	SACTO*FOLUP1
FOLUP2	1	-0.006232	0.03291276	-0.189	0.8498	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.128513	0.05381822	2.388	0.0170	SACTO*FOLUP2
FOLUP3	1	-0.097967	0.03423952	-2.861	0.0042	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.224268	0.05705732	3.931	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V59

EMPLOYEES GET - PAY FOR - WORK

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1105.56685	52.64604	48.746	0.0001
Error	12915	13948.39676	1.08002		
C Total	12936	15053.96361			
Root MSE	1.03924	R-square	0.0734		
Dep Mean	2.16026	Adj R-sq	0.0719		
C.V.	48.10697				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.009677	0.08525341	23.573	0.0001	Intercept
V152	1	-0.057809	0.01355421	-4.265	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.049398	0.02194960	-2.251	0.0244	RECODED: WHITE/BLUE COLLAR
V157C	1	0.109038	0.01710093	6.376	0.0001	RECODED: PAY LEVELS
V159A	1	-0.106421	0.02687871	-3.959	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.009103	0.00656549	-1.386	0.1656	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.071894	0.01120671	6.415	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.036355	0.02657837	1.368	0.1714	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.072101	0.00867587	8.311	0.0001	AGE
V169	1	-0.061379	0.02178679	-2.817	0.0049	SEX
V172	1	-0.038359	0.00604353	-6.347	0.0001	EDUCATION LEVEL
WHS	1	0.109788	0.02615746	4.197	0.0001	1-Hispanic,0-not
BLK	1	0.053995	0.02762649	1.954	0.0507	1-Black,0-not
OTH	1	0.000340	0.04101646	0.008	0.9934	1-Other,0-not
SACTO	1	-0.221067	0.03667963	-6.027	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.274751	0.02547136	10.787	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.042989	0.03243391	1.325	0.1850	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.086710	0.05131013	-1.690	0.0911	SACTO*FOLUP1
FOLUP2	1	0.013917	0.03208118	0.434	0.6644	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.099691	0.05245844	-1.900	0.0574	SACTO*FOLUP2
FOLUP3	1	-0.034804	0.03337442	-1.043	0.2970	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.000309	0.05561570	-0.006	0.9956	SACTO*FOLUP3

Table B.5--Continued

Dependent Variable: V60

WORK HARDER IF WILL GET MORE PAY

		Analysis of Variance				
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	21	810.06862	38.57470	30.298	0.0001	
Error	12915	16443.14058	1.27318			
C Total	12936	17253.20920				
Root MSE		1.12835	R-square	0.0470		
Dep Mean		2.43742	Adj R-sq	0.0454		
C.V.		46.29288				
		Parameter Estimates				
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.492752	0.09256397	26.930	0.0001	Intercept
V152	1	-0.019015	0.01471650	-1.292	0.1963	HOW LONG WORKED IN DS?
V156W	1	-0.013029	0.02383180	-0.547	0.5846	RECODED: WHITE/BLUE COLLAR
V157C	1	0.060320	0.01856736	3.249	0.0012	RECODED: PAY LEVELS
V159A	1	-0.141492	0.02918358	-4.848	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.018560	0.00712849	-2.604	0.0092	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.025250	0.01216770	-2.075	0.0380	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.092264	0.02885749	3.197	0.0014	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.060674	0.00941983	6.441	0.0001	AGE
V169	1	0.087513	0.02365503	3.700	0.0002	SEX
V172	1	-0.048163	0.00656176	-7.340	0.0001	EDUCATION LEVEL
WHS	1	0.311683	0.02840849	10.975	0.0001	1-Hispanic, 0-not
BLK	1	0.152157	0.02999549	5.073	0.0001	1-Black, 0-not
OTH	1	0.011010	0.04453367	0.247	0.8047	1-Other, 0-not
SACTO	1	0.034934	0.03982494	0.877	0.3804	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.124292	0.02765556	4.494	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.036360	0.03521515	-1.033	0.3018	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.343862	0.05571002	-6.172	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.121191	0.03483217	-3.508	0.0005	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.286065	0.05695680	-5.022	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.174373	0.03623630	-4.812	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.214346	0.06038480	-3.550	0.0004	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V61

RESPECT FROM PEERS BY WORKING HARD

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1297.35983	61.77904	43.747	0.0001
Error	12915	18238.47972	1.41219		
C Total	12936	19535.83955			

Root MSE	1.18836	R-square	0.0664
Dep Mean	3.23390	Adj R-sq	0.0649
C.V.	36.74689		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.329733	0.09748637	34.156	0.0001	Intercept
V152	1	-0.053049	0.01549910	-3.423	0.0006	HOW LONG WORKED IN DS?
V156W	1	0.223020	0.02509914	8.886	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.149421	0.01955474	7.641	0.0001	RECODED: PAY LEVELS
V159A	1	-0.081879	0.03073552	-2.664	0.0077	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.019636	0.00750757	-2.616	0.0089	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.035128	0.01281475	-2.741	0.0061	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.074262	0.03039208	2.443	0.0146	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.000636	0.00992077	-0.064	0.9489	AGE
V169	1	-0.081407	0.02491296	-3.268	0.0011	SEX
V172	1	-0.019966	0.00691071	-2.889	0.0039	EDUCATION LEVEL
WHS	1	0.173770	0.02991078	5.810	0.0001	1-Hispanic,0-not
BLK	1	-0.089722	0.03159060	-2.840	0.0045	1-Black,0-not
OTH	1	-0.197506	0.04690189	-4.211	0.0001	1-Other,0-not
SACTO	1	-0.198084	0.04194277	-4.723	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.425908	0.02912623	14.623	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.004212	0.03708783	-0.114	0.9096	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.037191	0.05867259	-0.634	0.5262	SACTO*FOLUP1
FOLUP2	1	-0.037676	0.03668449	-1.027	0.3044	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.066978	0.05998567	1.117	0.2642	SACTO*FOLUP2
FOLUP3	1	-0.051830	0.03816329	-1.358	0.1744	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.009271	0.06359596	0.146	0.8841	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V62

RESPONSBLE FOR HELPNG DS IMPROVE PERF

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1054.14204	50.19724	49.343	0.0001
Error	12915	13138.63026	1.01732		
C Total	12936	14192.77230			

Root MSE	1.00862	R-square	0.0743
Dep Mean	3.58257	Adj R-sq	0.0728
C.V.	28.15351		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.945754	0.08274174	35.602	0.0001	Intercept
V152	1	-0.014927	0.01315489	-1.135	0.2565	HOW LONG WORKED IN DS?
V156W	1	0.056013	0.02130294	2.629	0.0086	RECODED: WHITE/BLUE COLLAR
V157C	1	0.151052	0.01659712	9.101	0.0001	RECODED: PAY LEVELS
V159A	1	-0.059828	0.02608683	-2.293	0.0218	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.010935	0.00637207	-1.716	0.0862	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.019793	0.01087655	-1.820	0.0688	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.063559	0.02579534	2.464	0.0138	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.077820	0.00842027	9.242	0.0001	AGE
V169	1	-0.022088	0.02114492	-1.045	0.2962	SEX
V172	1	0.029815	0.00586548	5.083	0.0001	EDUCATION LEVEL
WBS	1	-0.014558	0.02538683	-0.573	0.5664	1-Hispanic,0-not
BLK	1	-0.108659	0.02681258	-4.053	0.0001	1-Black,0-not
OTH	1	-0.227114	0.03980807	-5.705	0.0001	1-Other,0-not
SACTO	1	-0.199702	0.03559900	-5.610	0.0001	SACRAMENTO,1=YES,0-NO
SUPER	1	0.365096	0.02472094	14.769	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.007563	0.03147837	0.240	0.8101	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	0.019114	0.04979847	0.384	0.7011	SACTO*FOLUP1
FOLUP2	1	0.023007	0.03113603	0.739	0.4600	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.127919	0.05091295	2.513	0.0120	SACTO*FOLUP2
FOLUP3	1	0.012768	0.03239116	0.394	0.6935	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	0.088138	0.05397719	1.633	0.1025	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V63

LOW PERFORMERS TEND TO LEAVE DS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	716.66547	34.12693	35.113	0.0001
Error	12915	12552.17990	0.97191		
C Total	12936	13268.84537			
Root MSE		0.98585	R-square	0.0540	
Dep Mean		2.37291	Adj R-sq	0.0525	
C.V.		41.54615			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.074702	0.08087405	38.018	0.0001	Intercept
V152	1	-0.037052	0.01285795	-2.882	0.0040	HOW LONG WORKED IN DS?
V156W	1	-0.011452	0.02082208	-0.550	0.5823	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.082359	0.01622248	-5.077	0.0001	RECODED: PAY LEVELS
V159A	1	-0.095280	0.02549798	-3.737	0.0002	RECODED-CAREER=1, NO CAREER=0
V160	1	0.016244	0.00622823	2.608	0.0091	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.025215	0.01063103	2.372	0.0177	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.046967	0.02521307	-1.863	0.0625	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.008145	0.00823020	0.990	0.3223	AGE
V169	1	-0.071700	0.02066763	-3.469	0.0005	SEX
V172	1	-0.047281	0.00573308	-8.247	0.0001	EDUCATION LEVEL
WBS	1	0.259663	0.02481378	10.464	0.0001	1-Hispanic, 0-not
BLK	1	0.233919	0.02620735	8.926	0.0001	1-Black, 0-not
OTR	1	0.010264	0.03890950	0.264	0.7919	1-Other, 0-not
SACTO	1	-0.262890	0.03479544	-7.555	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	-0.033678	0.02416293	-1.394	0.1634	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.051157	0.03076782	1.663	0.0964	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.003287	0.04867439	-0.068	0.9462	SACTO*FOLUP1
FOLUP2	1	-0.005979	0.03043321	-0.196	0.8442	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.076514	0.04976371	-1.538	0.1242	SACTO*FOLUP2
FOLUP3	1	-0.070545	0.03166001	-2.228	0.0259	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.065631	0.05275879	1.244	0.2135	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V64

MORE MONEY FOR BLUE THAN WHITE COLLAR

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2599.70636	123.79554	111.617	0.0001
Error	12915	14324.22062	1.10912		
C Total	12936	16923.92698			

Root MSE	1.05315	R-square	0.1536
Dep Mean	3.19825	Adj R-sq	0.1522
C.V.	32.92884		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.947977	0.08639430	34.122	0.0001	Intercept
V152	1	0.016279	0.01373560	1.185	0.2360	HOW LONG WORKED IN DS?
V156W	1	0.423326	0.02224334	19.032	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.247657	0.01732979	-14.291	0.0001	RECODED: PAY LEVELS
V159A	1	0.031323	0.02723841	1.150	0.2502	RECODED-CAREER-1,NO CAREER=0
V160	1	-0.012717	0.00665336	-1.911	0.0560	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.009429	0.01135668	-0.830	0.4064	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.065653	0.02693405	-2.438	0.0148	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.008192	0.00879197	0.932	0.3515	AGE
V169	1	0.425308	0.02207835	19.264	0.0001	SEX
V172	1	-0.009872	0.00612440	-1.612	0.1070	EDUCATION LEVEL
WHS	1	-0.065006	0.02650751	-2.452	0.0142	1-Hispanic,0-not
BLK	1	-0.068541	0.02799620	-2.448	0.0144	1-Black,0-not
OTH	1	-0.044920	0.04156536	-1.081	0.2798	1-Other,0-not
SACTO	1	0.513059	0.03717049	13.803	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.179671	0.02581223	6.961	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	-0.050859	0.03286795	-1.547	0.1218	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.052166	0.05199678	-1.003	0.3158	SACTO*FOLUP1
FOLUP2	1	-0.076056	0.03251050	-2.339	0.0193	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.039815	0.05316046	-0.749	0.4539	SACTO*FOLUP2
FOLUP3	1	-0.184881	0.03382104	-5.466	0.0001	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.063214	0.05635997	1.122	0.2620	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V65

NEW EMPLOYEES IN DS ARE WELL QUALIFIED

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	544.39622	25.92363	29.829	0.0001
Error	12915	11223.95403	0.86906		
C Total	12936	11768.35025			
Root MSE	0.93224	R-square	0.0463		
Dep Mean	2.45175	Adj R-sq	0.0447		
C.V.	38.02321				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.600406	0.07647554	35.049	0.0001	Intercept
V152	1	-0.139250	0.01215864	-11.453	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.026976	0.01968963	-1.370	0.1707	RECODED: WHITE/BLUE COLLAR
V157C	1	0.097599	0.01534019	6.362	0.0001	RECODED: PAY LEVELS
V159A	1	-0.152252	0.02411122	-6.315	0.0001	RECODED-CAREER-1, NO CAREER=0
V160	1	0.007536	0.00588950	1.280	0.2007	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.004560	0.01005284	-0.454	0.6501	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.066199	0.02384180	2.777	0.0055	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.021190	0.00778258	2.723	0.0065	AGE
V169	1	-0.006019	0.01954357	-0.308	0.7581	SEX
V172	1	-0.011140	0.00542127	-2.055	0.0399	EDUCATION LEVEL
WHS	1	0.014547	0.02346423	0.620	0.5353	1-Hispanic, 0-not
BLK	1	-0.017037	0.02478201	-0.687	0.4918	1-Black, 0-not
OTH	1	-0.030505	0.03679332	-0.829	0.4071	1-Other, 0-not
SACTO	1	-0.176886	0.03290302	-5.376	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.216042	0.02284878	9.455	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	0.121575	0.02909445	4.179	0.0001	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.047956	0.04602713	-1.042	0.2975	SACTO*FOLUP1
FOLUP2	1	0.071909	0.02877803	2.499	0.0125	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.032279	0.04705721	0.686	0.4928	SACTO*FOLUP2
FOLUP3	1	0.000922	0.02993812	0.031	0.9754	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.203129	0.04988939	4.072	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V66

DISCIPLINARY ACTIONS IN DS ARE FAIR

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	3019.66439	143.79354	128.638	0.0001
Error	12915	14436.57449	1.11781		
C Total	12936	17456.23888			

Root MSE	1.05727	R-square	0.1730
Dep Mean	2.74563	Adj R-sq	0.1716
C.V.	38.50721		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.378847	0.08673246	27.427	0.0001	Intercept
V152	1	-0.123807	0.01378936	-8.978	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.115190	0.02233041	5.158	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.140943	0.01739762	8.101	0.0001	RECODED: PAY LEVELS
V159A	1	-0.047952	0.02734502	-1.754	0.0795	RECODED-CAREER=1, NO CAREER=0
V160	1	0.000108	0.00667940	0.016	0.9871	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.005956	0.01140113	0.522	0.6014	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.243778	0.02703947	9.016	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.036013	0.00882639	4.080	0.0001	AGE
V169	1	-0.015643	0.02216476	-0.706	0.4804	SEX
V172	1	-0.017370	0.00614837	-2.825	0.0047	EDUCATION LEVEL
WHS	1	-0.033676	0.02661126	-1.265	0.2057	1-Hispanic, 0-not
BLK	1	-0.329539	0.02810578	-11.725	0.0001	1-Black, 0-not
OTR	1	-0.251939	0.04172805	-6.038	0.0001	1-Other, 0-not
SACTO	1	-0.307839	0.03731598	-8.250	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.801702	0.02591326	30.938	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.011935	0.03299660	0.362	0.7176	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.046578	0.05220030	0.892	0.3723	SACTO*FOLUP1
FOLUP2	1	-0.008606	0.03263775	-0.264	0.7920	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.042103	0.05336853	0.789	0.4302	SACTO*FOLUP2
FOLUP3	1	-0.099500	0.03395343	-2.930	0.0034	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.198978	0.05658057	3.517	0.0004	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V67

EMPLOYEES USE GRIEVNCE AND APPEAL RIGHTS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1688.48727	80.40416	76.976	0.0001
Error	12915	13490.09238	1.04453		
C Total	12936	15178.57965			

Root MSE	1.02202	R-square	0.1112
Dep Mean	3.10345	Adj R-sq	0.1098
C.V.	32.93182		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.676177	0.08384112	31.920	0.0001	Intercept
V152	1	-0.051852	0.01332968	-3.890	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.059522	0.02158599	2.757	0.0058	RECODED: WHITE/BLUE COLLAR
V157C	1	0.038812	0.01681764	2.308	0.0210	RECODED: PAY LEVELS
V159A	1	-0.065818	0.02643344	-2.490	0.0128	RECODED-CAREER-1, NO CAREER-0
V160	1	0.002746	0.00645673	0.425	0.6706	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.018089	0.01102106	-1.641	0.1008	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.218814	0.02613807	8.371	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.028747	0.00853215	3.369	0.0008	AGE
V169	1	0.033516	0.02142587	1.564	0.1178	SEX
V172	1	-0.023780	0.00594341	-4.001	0.0001	EDUCATION LEVEL
WHS	1	-0.062697	0.02572414	-2.437	0.0148	1-Hispanic, 0-not
BLK	1	-0.099878	0.02716884	-3.676	0.0002	1-Black, 0-not
OTH	1	-0.108853	0.04033699	-2.699	0.0070	1-Other, 0-not
SACTO	1	-0.039954	0.03607200	-1.108	0.2680	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.787871	0.02504941	31.453	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.023420	0.03189662	0.734	0.4628	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.097824	0.05046013	1.939	0.0526	SACTO*FOLUP1
FOLUP2	1	0.095507	0.03154973	3.027	0.0025	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.055324	0.05158942	1.072	0.2836	SACTO*FOLUP2
FOLUP3	1	0.096748	0.03282154	2.948	0.0032	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.069024	0.05469438	1.262	0.2070	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V68

IN WORK UNIT TELL OTHERS HOW WE FEEL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	291.05451	13.85974	11.713	0.0001
Error	12915	15281.49883	1.18324		
C Total	12936	15572.55334			

Root MSE	1.08777	R-square	0.0187
Dep Mean	3.24012	Adj R-sq	0.0171
C.V.	33.57177		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.206513	0.08923446	35.934	0.0001	Intercept
V152	1	-0.028463	0.01418715	-2.006	0.0449	HOW LONG WORKED IN DS?
V156W	1	0.025446	0.02297458	1.108	0.2681	RECODED: WHITE/BLUE COLLAR
V157C	1	0.086580	0.01789949	4.837	0.0001	RECODED: PAY LEVELS
V159A	1	-0.038130	0.02813385	-1.355	0.1753	RECODED-CAREER-1,NO CAREER-0
V160	1	0.007262	0.00687208	1.057	0.2907	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.009758	0.01173002	-0.832	0.4055	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.002655	0.02781949	0.095	0.9240	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.000332	0.00908100	0.037	0.9789	AGE
V169	1	-0.014475	0.02280416	-0.635	0.5256	SEX
V172	1	-0.006674	0.00632574	-1.055	0.2914	EDUCATION LEVEL
WHS	1	-0.020807	0.02737892	-0.760	0.4473	1-Hispanic,0-not
BLK	1	0.008573	0.02891656	0.296	0.7669	1-Black,0-not
OTH	1	-0.114591	0.04293179	-2.669	0.0076	1-Other,0-not
SACTO	1	-0.091831	0.03839244	-2.392	0.0168	SACRAMENTO,1-YES,0-NO
SUPER	1	0.271282	0.02666079	10.175	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.011038	0.03394846	0.325	0.7451	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.069267	0.05370614	1.290	0.1972	SACTO*FOLUP1
FOLUP2	1	-0.042611	0.03357926	-1.269	0.2045	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.131922	0.05490807	2.403	0.0163	SACTO*FOLUP2
FOLUP3	1	-0.084091	0.03493289	-2.407	0.0161	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.138846	0.05821276	2.385	0.0171	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V69

HAVE ALL SKILLS NEEDED FOR MY JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	586.02702	27.90605	23.363	0.0001
Error	12915	15426.39046	1.19446		
C Total	12936	16012.41749			

Root MSE	1.09291	R-square	0.0366
Dep Mean	3.68105	Adj R-sq	0.0350
C.V.	29.69024		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.984954	0.08965650	44.447	0.0001	Intercept
V152	1	0.002355	0.01425425	0.165	0.8688	HOW LONG WORKED IN DS?
V156W	1	-0.129653	0.02308324	-5.617	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.089374	0.01798415	-4.970	0.0001	RECODED: PAY LEVELS
V159A	1	-0.057876	0.02826691	-2.047	0.0406	RECODED-CAREER-1,NO CAREER-0
V160	1	0.034766	0.00690458	5.035	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.000435	0.01178550	0.037	0.9706	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.065571	0.02795106	2.346	0.0190	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.005988	0.00912395	-0.656	0.5116	AGE
V169	1	-0.185601	0.02291201	-8.101	0.0001	SEX
V172	1	0.029828	0.00635566	4.693	0.0001	EDUCATION LEVEL
WBS	1	0.116187	0.02750841	4.224	0.0001	1-Hispanic,0-not
BLK	1	-0.031709	0.02905332	-1.091	0.2751	1-Black,0-not
OTH	1	0.029245	0.04313484	0.678	0.4978	1-Other,0-not
SACTO	1	-0.276611	0.03857402	-7.171	0.0001	SACRAMENTO,1=YES,0-NO
SUPER	1	-0.111639	0.02678688	-4.168	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.017850	0.03410903	-0.523	0.6008	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	0.002842	0.05396014	0.053	0.9580	SACTO*FOLUP1
FOLUP2	1	-0.002661	0.03373808	-0.079	0.9371	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	-0.026733	0.05516776	-0.485	0.6280	SACTO*FOLUP2
FOLUP3	1	-0.060055	0.03509811	-1.711	0.0871	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	-0.000508	0.05848808	-0.009	0.9931	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V70

PAY FAIR COMPARED TO OTHER PLACES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1266.51255	60.31012	50.663	0.0001
Error	12915	15374.30565	1.19042		
C Total	12936	16640.81820			

Root MSE	1.09106	R-square	0.0761
Dep Mean	2.96663	Adj R-sq	0.0746
C.V.	36.77791		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.727253	0.08950501	30.470	0.0001	Intercept
V152	1	0.003399	0.01423017	0.239	0.8112	HOW LONG WORKED IN DS?
V156W	1	-0.323500	0.02304424	-14.038	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.114285	0.01795376	6.366	0.0001	RECODED: PAY LEVELS
V159A	1	-0.044913	0.02821915	-1.592	0.1115	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.042254	0.00689292	-6.130	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.014789	0.01176559	-1.257	0.2088	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.183599	0.02790383	6.580	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.091115	0.00910854	10.003	0.0001	AGE
V169	1	0.110406	0.02287330	4.827	0.0001	SEX
V172	1	-0.036702	0.00634492	-5.784	0.0001	EDUCATION LEVEL
WHS	1	0.129843	0.02746194	4.728	0.0001	1-Hispanic,0-not
BLR	1	-0.005328	0.02900423	-0.184	0.8542	1-Black,0-not
OTH	1	-0.066990	0.04306196	-1.556	0.1198	1-Other,0-not
SACTO	1	-0.328820	0.03850885	-8.539	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	-0.015785	0.02674162	-0.590	0.5550	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	0.014085	0.03405139	0.414	0.6791	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.181802	0.05386897	-3.375	0.0007	SACTO*FOLUP1
FOLUP2	1	-0.044873	0.03368107	-1.332	0.1828	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.153770	0.05507455	-2.792	0.0052	SACTO*FOLUP2
FOLUP3	1	-0.096461	0.03503880	-2.753	0.0059	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.016124	0.05838926	-0.276	0.7824	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V71

IN DS, AUTHORITY IS CLEARLY DELEGATED

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1164.60265	55.45727	43.059	0.0001
Error	12915	16633.84356	1.28795		
C Total	12936	17798.44621			
Root MSE		1.13488	R-square	0.0654	
Dep Mean		3.01079	Adj R-sq	0.0639	
C.V.		37.69363			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.453150	0.09309919	37.091	0.0001	Intercept
V152	1	-0.073510	0.01480159	-4.966	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.081499	0.02396960	3.400	0.0007	RECODED: WHITE/BLUE COLLAR
V157C	1	0.002471	0.01867472	0.132	0.8947	RECODED: PAY LEVELS
V159A	1	-0.075163	0.02935233	-2.561	0.0105	RECODED-CAREER-1,NO CAREER-0
V160	1	0.003768	0.00716971	0.526	0.5992	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.007253	0.01223805	-0.593	0.5534	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.097851	0.02902435	3.371	0.0008	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.019243	0.00947430	-2.031	0.0423	AGE
V169	1	0.054501	0.02379180	2.291	0.0220	SEX
V172	1	-0.050596	0.00659970	-7.666	0.0001	EDUCATION LEVEL
WHS	1	0.110595	0.02856470	3.872	0.0001	1-Hispanic,0-not
BLK	1	0.035422	0.03016893	1.174	0.2404	1-Black,0-not
OTH	1	-0.102583	0.04479117	-2.290	0.0220	1-Other,0-not
SACTO	1	-0.420023	0.04005521	-10.486	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.306259	0.02781546	11.010	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.020323	0.03541877	-0.574	0.5661	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.020144	0.05603214	0.360	0.7192	SACTO*FOLUP1
FOLUP2	1	-0.029668	0.03503358	-0.847	0.3971	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.022326	0.05728613	0.390	0.6967	SACTO*FOLUP2
FOLUP3	1	-0.019125	0.03644583	-0.525	0.5998	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.060057	0.06073395	0.989	0.3228	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V72

DS DOES WELL IF I DO JOB WELL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	272.25901	12.96471	21.353	0.0001
Error	12915	7841.48292	0.60716		
C Total	12936	8113.74193			
Root MSE		0.77921	R-square	0.0336	
Dep Mean		4.05131	Adj R-sq	0.0320	
C.V.		19.23340			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.998017	0.06392176	62.545	0.0001	Intercept
V152	1	-0.042740	0.01016275	-4.206	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.012113	0.01645749	0.736	0.4617	RECODED: WHITE/BLUE COLLAR
V157C	1	0.038162	0.01282203	2.976	0.0029	RECODED: PAY LEVELS
V159A	1	0.045096	0.02015326	2.238	0.0253	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.015002	0.00492271	-3.047	0.0023	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.014432	0.00840263	-1.718	0.0859	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.003774	0.01992807	0.189	0.8498	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.049887	0.00650504	7.669	0.0001	AGE
V169	1	0.037415	0.01633541	2.290	0.0220	SEX
V172	1	0.002207	0.00453135	0.487	0.6262	EDUCATION LEVEL
WHS	1	0.051756	0.01961248	2.639	0.0083	1-Hispanic,0-not
BLK	1	0.010766	0.02071394	0.520	0.6033	1-Black,0-not
OTR	1	-0.097941	0.03075354	-3.185	0.0015	1-Other,0-not
SACTO	1	-0.168870	0.02750185	-6.140	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.180745	0.01909805	9.464	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.027882	0.02431847	-1.147	0.2516	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.005969	0.03847158	-0.155	0.8767	SACTO*FOLUP1
FOLUP2	1	-0.040389	0.02405400	-1.679	0.0932	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.057186	0.03933257	1.454	0.1460	SACTO*FOLUP2
FOLUP3	1	-0.016698	0.02502365	-0.667	0.5046	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.024954	0.04169983	-0.598	0.5496	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V73

TELL IDEAS ON HOW OTHERS CAN IMPROVE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	827.36669	39.39841	40.169	0.0001
Error	12915	12667.12217	0.98081		
C Total	12936	13494.48886			

Root MSE	0.99036	R-square	0.0613
Dep Mean	3.40176	Adj R-sq	0.0598
C.V.	29.11305		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.671546	0.08124349	45.192	0.0001	Intercept
V152	1	-0.022586	0.01291669	-1.749	0.0804	HOW LONG WORKED IN DS?
V156W	1	0.023588	0.02091720	1.128	0.2595	RECODED: WHITE/BLUE COLLAR
V157C	1	0.055531	0.01629659	3.408	0.0007	RECODED: PAY LEVELS
V159A	1	-0.070526	0.02561446	-2.753	0.0059	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.008862	0.00625668	-1.416	0.1567	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.015783	0.01067960	1.478	0.1395	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.024667	0.02532825	-0.974	0.3301	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.006157	0.00826780	-0.745	0.4565	AGE
V169	1	-0.204450	0.02076204	-9.847	0.0001	SEX
V172	1	-0.008938	0.00575927	-1.552	0.1207	EDUCATION LEVEL
WHS	1	0.199560	0.02492713	8.006	0.0001	1-Hispanic,0-not
BLK	1	0.131550	0.02632707	4.997	0.0001	1-Black,0-not
OTH	1	-0.012409	0.03908724	-0.317	0.7509	1-Other,0-not
SACTO	1	-0.083480	0.03495439	-2.388	0.0169	SACRAMENTO,1=YES,0=NO
SUPER	1	0.420056	0.02427331	17.305	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.042301	0.03090837	-1.369	0.1711	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.026809	0.04889674	-0.548	0.5835	SACTO*FOLUP1
FOLUP2	1	-0.006991	0.03057223	-0.229	0.8191	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.068502	0.04999104	1.370	0.1706	SACTO*FOLUP2
FOLUP3	1	0.015849	0.03180464	0.498	0.6183	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.033913	0.05299980	-0.640	0.5223	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V74

SUPERVSR ENCOURAGE DEVELOPING WORK METHODS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1672.11612	79.62458	59.823	0.0001
Error	12915	17189.75927	1.33099		
C Total	12936	18861.87539			

Root MSE	1.15369	R-square	0.0887
Dep Mean	3.08585	Adj R-sq	0.0872
C.V.	37.38633		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.921236	0.09464213	30.866	0.0001	Intercept
V152	1	-0.070467	0.01504690	-4.683	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.233716	0.02436605	9.592	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.132990	0.01898421	7.005	0.0001	RECODED: PAY LEVELS
V159A	1	-0.056669	0.02983879	-1.899	0.0576	RECODED-CAREER-1,NO CAREER-0
V160	1	0.015326	0.00728853	2.103	0.0355	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.000574	0.01244087	0.046	0.9632	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.132639	0.02950537	4.495	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.000712	0.00963132	0.074	0.9411	AGE
V169	1	-0.036875	0.02418610	-1.525	0.1274	SEX
V172	1	-0.044543	0.00670908	-6.639	0.0001	EDUCATION LEVEL
WHS	1	0.065987	0.02903811	2.272	0.0231	1-Hispanic,0-not
BLK	1	-0.049760	0.03066892	-1.622	0.1047	1-Black,0-not
OTH	1	-0.185778	0.04553349	-4.080	0.0001	1-Other,0-not
SACTO	1	-0.284108	0.04071905	-6.977	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.576977	0.02827645	20.405	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.023645	0.03600577	-0.657	0.5114	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.054438	0.05696077	0.956	0.3392	SACTO*FOLUP1
FOLUP2	1	-0.046820	0.03561419	-1.315	0.1887	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.310863	0.05823554	5.338	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.057412	0.03704985	-1.550	0.1213	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.251549	0.06174050	4.074	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V75

SUPERVSR HELPS ME SOLVE WORK PROBLEMS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	852.82747	40.61083	30.461	0.0001
Error	12915	17218.11326	1.33319		
C Total	12936	18070.94073			
Root MSE		1.15464	R-square	0.0472	
Dep Mean		3.28647	Adj R-sq	0.0456	
C.V.		35.13309			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.528375	0.09472015	37.251	0.0001	Intercept
V152	1	-0.089074	0.01505931	-5.915	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.175148	0.02438694	7.182	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.043114	0.01899986	2.269	0.0233	RECODED: PAY LEVELS
V159A	1	-0.014039	0.02986338	-0.470	0.6383	RECODED-CAREER-1,NO CAREER-0
V160	1	0.013425	0.00729454	1.840	0.0657	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.032011	0.01245113	-2.571	0.0102	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.121128	0.02952969	4.102	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.012189	0.00963926	1.264	0.2061	AGE
V169	1	0.001849	0.02420604	0.076	0.9391	SEX
V172	1	-0.045910	0.00671461	-6.837	0.0001	EDUCATION LEVEL
WHS	1	0.011434	0.02906204	0.393	0.6940	1-Hispanic,0-not
BLK	1	0.046136	0.03069421	1.503	0.1328	1-Black,0-not
OTH	1	-0.162651	0.04557103	-3.569	0.0004	1-Other,0-not
SACTO	1	-0.282361	0.04075262	-6.929	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.390396	0.02829976	13.795	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.069934	0.03603545	-1.941	0.0523	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.121195	0.05700772	2.126	0.0335	SACTO*FOLUP1
FOLUP2	1	-0.073305	0.03564355	-2.057	0.0397	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.188051	0.05828355	3.226	0.0013	SACTO*FOLUP2
FOLUP3	1	-0.104776	0.03708039	-2.826	0.0047	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.170792	0.06179140	2.764	0.0057	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V76

SUBJECT TO ACTION, WOULD BE TOLD RIGHTS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1422.54010	67.74000	57.615	0.0001
Error	12915	15184.52241	1.17573		
C Total	12936	16607.06250			
Root MSE		1.08431	R-square	0.0857	
Dep Mean		3.10559	Adj R-sq	0.0842	
C.V.		34.91481			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.753816	0.08895086	30.959	0.0001	Intercept
V152	1	-0.105679	0.01414206	-7.473	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.177348	0.02290156	7.744	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.050239	0.01784260	2.816	0.0049	RECODED: PAY LEVELS
V159A	1	-0.062509	0.02804444	-2.229	0.0258	RECODED-CAREER-1,NO CAREER-0
V160	1	0.014260	0.00685024	2.083	0.0373	HOW LONG WORKED WITH IMMEDIATE SOPR?
V161	1	0.037109	0.01169275	3.174	0.0015	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.177010	0.02773108	6.383	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.075668	0.00905214	8.359	0.0001	AGE
V169	1	-0.000237	0.02273168	-0.010	0.9917	SEX
V172	1	-0.038662	0.00630563	-6.131	0.0001	EDUCATION LEVEL
WHS	1	0.031393	0.02729191	1.150	0.2501	1-Hispanic,0-not
BLK	1	0.029876	0.02882466	1.036	0.3000	1-Black,0-not
OTH	1	-0.094735	0.04279535	-2.214	0.0269	1-Other,0-not
SACTO	1	-0.210373	0.03827043	-5.497	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.516909	0.02657606	19.450	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.010703	0.03384057	-0.316	0.7518	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.021620	0.05353545	-0.404	0.6863	SACTO*FOLUP1
FOLUP2	1	-0.053233	0.03347254	-1.590	0.1118	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.116903	0.05473357	2.136	0.0327	SACTO*FOLUP2
FOLUP3	1	-0.046419	0.03482187	-1.333	0.1825	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.185604	0.05802776	3.199	0.0014	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V77		HAVE AUTHORITY TO ACCOMPLISH WORK GOALS				
Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	21	443.71598	21.12933	19.857	0.0001	
Error	12915	13742.19776	1.06405			
C Total	12936	14185.91373				
Root MSE	1.03153	R-square	0.0313			
Dep Mean	3.42801	Adj R-sq	0.0297			
C.V.	30.09114					
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.352774	0.08462091	39.621	0.0001	Intercept
V152	1	-0.055367	0.01345365	-4.115	0.0001	BOW LONG WORKED IN DS7
V156W	1	0.002922	0.02178676	0.134	0.8933	RECODED: WHITE/BIJDE COLLAR
V157C	1	0.041794	0.01697406	2.462	0.0138	RECODED: PAY LEVELS
V159A	1	-0.021301	0.02667929	-0.798	0.4246	RECODED-CAREER-1, NO CAREER=0
V160	1	0.014750	0.00651678	2.263	0.0236	BOW LONG WORKED WITH IMMEDIATE SUPPR?
V161	1	0.004209	0.01112357	0.378	0.7052	BOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.144582	0.02638118	5.480	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.045973	0.00861150	5.339	0.0001	AGE
V169	1	-0.034763	0.02162515	-1.608	0.1080	SEX
V172	1	-0.021441	0.00599869	-3.574	0.0004	EDUCATION LEVEL
WBS	1	0.038044	0.02596339	1.465	0.1429	1-Hispanic, 0-not
BLK	1	-0.029618	0.02742153	-1.080	0.2801	1-Black, 0-not
OTH	1	-0.220615	0.04071216	-5.419	0.0001	1-Other, 0-not
SACTO	1	-0.257319	0.03640750	-7.068	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.119743	0.02528239	4.736	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	-0.068235	0.03219328	-2.120	0.0341	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.003367	0.05092945	0.066	0.9473	SACTO*FOLUP1
FOLUP2	1	-0.084237	0.03184317	-2.645	0.0082	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.135161	0.05206925	2.596	0.0094	SACTO*FOLUP2
FOLUP3	1	-0.087157	0.03312681	-2.631	0.0085	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.190854	0.05520308	3.457	0.0005	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V78

DO JOB BETTER WITH QUALITY CONTROL PGMS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	732.77954	34.89426	31.622	0.0001
Error	12915	14251.40409	1.10348		
C Total	12936	14984.18363			

Root MSE	1.05047	R-square	0.0489
Dep Mean	3.03084	Adj R-sq	0.0474
C.V.	34.65922		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.334331	0.08617443	38.693	0.0001	Intercept
V152	1	-0.041573	0.01370064	-3.034	0.0024	HOW LONG WORKED IN DS?
V156W	1	0.022441	0.02218673	1.011	0.3118	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.009119	0.01728568	-0.528	0.5978	RECODED: PAY LEVELS
V159A	1	-0.087362	0.02716909	-3.215	0.0013	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.012664	0.00663642	-1.908	0.0564	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.029168	0.01132778	-2.575	0.0100	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.000862	0.02686550	0.032	0.9744	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.075387	0.00876960	8.596	0.0001	AGE
V169	1	-0.029233	0.02202216	-1.327	0.1844	SEX
V172	1	-0.022663	0.00610882	-3.710	0.0002	EDUCATION LEVEL
WHS	1	0.214087	0.02644005	8.097	0.0001	1-Hispanic,0-not
BLK	1	0.192532	0.02792495	6.895	0.0001	1-Black,0-not
OTH	1	-0.032281	0.04145958	-0.779	0.4362	1-Other,0-not
SACTO	1	-0.222302	0.03707589	-5.996	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.241588	0.02574654	9.383	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.031557	0.03278430	0.963	0.3358	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.134023	0.05186445	-2.584	0.0098	SACTO*FOLUP1
FOLUP2	1	0.009056	0.03242776	0.279	0.7800	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.030792	0.05302516	-0.581	0.5614	SACTO*FOLUP2
FOLUP3	1	0.020051	0.03373497	0.594	0.5523	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.082144	0.05621653	-1.461	0.1440	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V79

RECEIVE MORE MONEY IF WORK HARDER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	554.72290	26.41538	30.314	0.0001
Error	12915	11253.86059	0.87138		
C Total	12936	11808.58349			

Root MSE	0.93348	R-square	0.0470
Dep Mean	2.10227	Adj R-sq	0.0454
C.V.	44.40319		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.095154	0.07657736	27.360	0.0001	Intercept
V152	1	-0.068675	0.01217483	-5.641	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.090778	0.01971584	4.604	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.097375	0.01536061	6.339	0.0001	RECODED: PAY LEVELS
V159A	1	-0.128519	0.02414332	-5.323	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.004369	0.00589734	-0.741	0.4588	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.001573	0.01006623	0.156	0.8759	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.022157	0.02387354	0.928	0.3534	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.042609	0.00779295	5.468	0.0001	AGE
V169	1	-0.021680	0.01956959	-1.108	0.2680	SEX
V172	1	-0.020719	0.00542849	-3.817	0.0001	EDUCATION LEVEL
WHS	1	0.180360	0.02349547	7.676	0.0001	1-Hispanic,0-not
BLK	1	0.052764	0.02481501	2.126	0.0335	1-Black,0-not
OTH	1	-0.108939	0.03684231	-2.957	0.0031	1-Other,0-not
SACTO	1	0.139345	0.03294682	4.229	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.268374	0.02287920	11.730	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.056709	0.02913318	1.947	0.0516	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.271960	0.04608841	-5.901	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.031484	0.02881635	-1.093	0.2746	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.172454	0.04711986	-3.660	0.0003	SACTO*FOLUP2
FOLUP3	1	-0.121578	0.02997797	-4.056	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.087247	0.04995581	-1.746	0.0807	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V80

DS SHOULD MAINTAIN HIGH WORK QUALITY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	379.79049	18.08526	32.950	0.0001
Error	12915	7088.58095	0.54886		
C Total	12936	7468.37144			

Root MSE	0.74085	R-square	0.0509
Dep Mean	4.09582	Adj R-sq	0.0493
C.V.	18.08804		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.733268	0.06077560	61.427	0.0001	Intercept
V152	1	-0.029487	0.00966255	-3.052	0.0023	HOW LONG WORKED IN DS?
V156W	1	0.085578	0.01564747	5.469	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.098382	0.01219094	8.070	0.0001	RECODED: PAY LEVELS
V159A	1	0.077108	0.01916134	4.024	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.020815	0.00468042	-4.447	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.013191	0.00798906	-1.651	0.0987	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.018866	0.01894723	0.996	0.3194	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.023565	0.00618487	3.810	0.0001	AGE
V169	1	0.054387	0.01553140	3.502	0.0005	SEX
V172	1	0.019971	0.00430832	4.636	0.0001	EDUCATION LEVEL
HHS	1	-0.028093	0.01864717	-1.507	0.1319	1-Hispanic,0-not
BLK	1	-0.108534	0.01969442	-5.511	0.0001	1-Black,0-not
OTH	1	-0.107971	0.02923989	-3.693	0.0002	1-Other,0-not
SACTO	1	-0.073878	0.02614824	-2.825	0.0047	SACRAMENTO,1=YES,0-NO
SUPER	1	0.187689	0.01815807	10.336	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.008706	0.02312154	-0.377	0.7065	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	-0.066481	0.03657805	-1.818	0.0692	SACTO*FOLUP1
FOLUP2	1	-0.036747	0.02287009	-1.607	0.1081	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.071661	0.03739666	1.916	0.0554	SACTO*FOLUP2
FOLUP3	1	-0.020928	0.02379201	-0.880	0.3791	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	-0.006072	0.03964742	-0.153	0.8783	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: VB1

ALL IN ALL, SATISFIED WITH JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1780.40691	84.78128	65.156	0.0001
Error	12915	16805.04665	1.30120		
C Total	12936	18585.45356			

Root MSE	1.14070	R-square	0.0958
Dep Mean	2.83555	Adj R-sq	0.0943
C.V.	40.22867		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.953801	0.09357707	20.879	0.0001	Intercept
V152	1	0.010597	0.01487757	0.712	0.4763	HOW LONG WORKED IN DS?
V156W	1	-0.299603	0.02409264	-12.435	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.351613	0.01877057	18.732	0.0001	RECODED: PAY LEVELS
V159A	1	-0.061135	0.02950299	-2.072	0.0383	RECODED-CAREER-1,NO CAREER=0
V160	1	-0.028518	0.00720651	-3.957	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.021025	0.01230087	-1.709	0.0874	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.179215	0.02917333	6.143	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.074951	0.00952293	7.871	0.0001	AGE
V169	1	0.159604	0.02391393	6.674	0.0001	SEX
V172	1	-0.043949	0.00663358	-6.625	0.0001	EDUCATION LEVEL
WHS	1	0.070187	0.02871133	2.445	0.0145	1-Hispanic,0-not
BLK	1	-0.219589	0.03032379	-7.241	0.0001	1-Black,0-not
OTH	1	-0.087742	0.04502108	-1.949	0.0513	1-Other,0-not
SACTO	1	-0.254338	0.04026082	-6.317	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.165635	0.02795824	5.924	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.075428	0.03560057	2.119	0.0341	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.170564	0.05631976	-3.028	0.0025	SACTO*FOLUP1
FOLUP2	1	0.063359	0.03521341	1.799	0.0720	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.110733	0.05758018	-1.923	0.0545	SACTO*FOLUP2
FOLUP3	1	-0.036347	0.03663291	-0.992	0.3211	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.037478	0.06104570	0.614	0.5393	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V82

IF PERFORM WELL GET LARGE PAY INCREASE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	655.26733	31.20321	39.220	0.0001
Error	12915	10275.10614	0.79559		
C Total	12936	10930.37347			

Root MSE	0.89196	R-square	0.0599
Dep Mean	2.00968	Adj R-sq	0.0584
C.V.	44.38322		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.096195	0.07317164	28.648	0.0001	Intercept
V152	1	-0.084987	0.01163336	-7.305	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.102253	0.01883899	5.428	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.078299	0.01467746	5.335	0.0001	RECODED: PAY LEVELS
V159A	1	-0.128470	0.02306956	-5.569	0.0001	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.009450	0.00563506	-1.677	0.0936	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.010339	0.00961854	1.075	0.2824	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.058725	0.02281179	2.574	0.0101	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.033292	0.00744636	4.471	0.0001	AGE
V169	1	-0.050054	0.01869925	-2.677	0.0074	SEX
V172	1	-0.011177	0.00518706	-2.155	0.0312	EDUCATION LEVEL
WHS	1	0.236589	0.02245053	10.538	0.0001	1-Hispanic, 0-not
BLK	1	0.031801	0.02371138	1.341	0.1799	1-Black, 0-not
OTH	1	0.001895	0.03520377	0.054	0.9573	1-Other, 0-not
SACTO	1	-0.031478	0.03148154	-1.000	0.3174	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.196896	0.02186166	9.006	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	0.050944	0.02783750	1.830	0.0673	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.234280	0.04403866	-5.320	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.038255	0.02753476	-1.389	0.1647	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.195738	0.04502424	-4.347	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.143180	0.02864473	-4.998	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.059905	0.04773406	-1.255	0.2095	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V83

TOO MUCH AT STAKE IN JOB TO CHANGE JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1569.80403	74.75257	56.230	0.0001
Error	12915	17169.15465	1.32940		
C Total	12936	18738.95868			
Root MSE		1.15299	R-square	0.0838	
Dep Mean		3.10128	Adj R-sq	0.0823	
C.V.		37.17798			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.351514	0.09458539	24.861	0.0001	Intercept
V152	1	0.053332	0.01503788	3.547	0.0004	HOW LONG WORKED IN DS?
V156W	1	-0.157739	0.02435224	-6.477	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.135757	0.01897283	7.155	0.0001	RECODED: PAY LEVELS
V159A	1	-0.031872	0.02982090	-1.069	0.2852	RECODED-CAREER-1, NO CAREER-0
V160	1	0.001409	0.00728416	0.193	0.8466	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.055619	0.01243341	4.473	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.007723	0.02948768	0.262	0.7934	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.136358	0.00962555	14.166	0.0001	AGE
V169	1	-0.088102	0.02417161	-3.645	0.0003	SEX
V172	1	-0.033396	0.00670506	-4.981	0.0001	EDUCATION LEVEL
WHS	1	-0.039241	0.02902070	-1.352	0.1763	1-Hispanic, 0-not
BLK	1	-0.324723	0.03065054	-10.594	0.0001	1-Black, 0-not
OTR	1	-0.191241	0.04550619	-4.203	0.0001	1-Other, 0-not
SACTO	1	0.036071	0.04069464	0.886	0.3754	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.149940	0.02825950	5.306	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.026833	0.03598418	0.746	0.4559	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.031400	0.05692662	-0.552	0.5812	SACTO*FOLUP1
FOLUP2	1	0.117152	0.03559284	3.291	0.0010	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.025908	0.05820062	0.445	0.6562	SACTO*FOLUP2
FOLUP3	1	0.142354	0.03702763	3.845	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.046377	0.06170348	0.752	0.4523	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V84

MONEY REWARD SELDOM RELATED TO JOB PERF

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1425.48613	67.88029	53.691	0.0001
Error	12915	16328.18104	1.26428		
C Total	12936	17753.66717			
Root MSE		1.12440	R-square	0.0803	
Dep Mean		3.68002	Adj R-sq	0.0788	
C.V.		30.55426			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.743174	0.09223983	40.581	0.0001	Intercept
V152	1	0.016077	0.01466497	1.096	0.2730	HOW LONG WORKED IN DS?
V156W	1	-0.078832	0.02374835	-3.319	0.0009	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.052841	0.01850234	-2.856	0.0043	RECODED: PAY LEVELS
V159A	1	0.160873	0.02908139	5.532	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	0.010123	0.00710353	1.425	0.1541	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.021865	0.01212509	-1.803	0.0714	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.104390	0.02875643	-3.630	0.0003	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.026946	0.00938685	-2.871	0.0041	AGE
V169	1	0.028858	0.02357219	1.224	0.2209	SEX
V172	1	0.035465	0.00653879	5.424	0.0001	EDUCATION LEVEL
WHS	1	-0.214695	0.02830103	-7.586	0.0001	1-Hispanic, 0-not
BLK	1	-0.204621	0.02989045	-6.846	0.0001	1-Black, 0-not
OTH	1	-0.007366	0.04437772	-0.166	0.8682	1-Other, 0-not
SACTO	1	0.216201	0.03968548	5.448	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	-0.475374	0.02755871	-17.250	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.011075	0.03509183	0.316	0.7523	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.181704	0.05551493	3.273	0.0011	SACTO*FOLUP1
FOLUP2	1	0.057866	0.03471020	1.667	0.0955	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.125383	0.05675735	2.209	0.0272	SACTO*FOLUP2
FOLUP3	1	0.157644	0.03610941	4.366	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.022504	0.06017334	-0.374	0.7084	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V85

OFTEN THINK ABOUT QUITTING

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1563.87849	74.47040	47.740	0.0001
Error	12915	20146.33132	1.55992		
C Total	12936	21710.20980			

Root MSE	1.24897	R-square	0.0720
Dep Mean	2.70376	Adj R-sq	0.0705
C.V.	46.19361		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.887048	0.10245840	28.178	0.0001	Intercept
V152	1	0.081685	0.01628959	5.015	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.154343	0.02637926	5.851	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.168260	0.02055207	-8.187	0.0001	RECODED: PAY LEVELS
V159A	1	0.081427	0.03230310	2.521	0.0117	RECODED-CAREER-1, NO CAREER-0
V160	1	0.009273	0.00789048	1.175	0.2399	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.004009	0.01346834	-0.298	0.7659	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.162626	0.03194215	-5.091	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.118431	0.01042675	-11.358	0.0001	AGE
V169	1	0.006567	0.02618358	0.251	0.8020	SEX
V172	1	0.044729	0.00726317	6.158	0.0001	EDUCATION LEVEL
WHS	1	-0.141073	0.03143630	-4.488	0.0001	1-Hispanic, 0-not
BLK	1	-0.073614	0.03320180	-2.217	0.0266	1-Black, 0-not
OTH	1	0.186212	0.04929400	3.778	0.0002	1-Other, 0-not
SACTO	1	0.420047	0.04408194	9.529	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	-0.193227	0.03061174	-6.312	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.016305	0.03897940	-0.418	0.6757	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.060677	0.06166503	0.984	0.3251	SACTO*FOLUP1
FOLUP2	1	0.080281	0.03855548	2.082	0.0373	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.073196	0.06304508	-1.161	0.2457	SACTO*FOLUP2
FOLUP3	1	0.195073	0.04010971	4.863	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.189772	0.06683950	-2.839	0.0045	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V86

MY JOB IS CHALLENGING

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2892.23175	137.72532	104.092	0.0001
Error	12915	17089.03245	1.32312		
C Total	12936	19980.26421			
Root MSE		1.15027	R-square	0.1448	
Dep Mean		3.25424	Adj R-sq	0.1434	
C.V.		35.34668			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.616334	0.09436167	27.727	0.0001	Intercept
V152	1	-0.003476	0.01500231	-0.232	0.8169	HOW LONG WORKED IN DS?
V156W	1	0.210963	0.02429465	8.684	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.319221	0.01892796	16.865	0.0001	RECODED: PAY LEVELS
V159A	1	-0.058591	0.02975036	-1.969	0.0489	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.002799	0.00726693	-0.385	0.7002	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.011410	0.01240401	-0.920	0.3576	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.109108	0.02941793	3.709	0.0002	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.092846	0.00960278	9.669	0.0001	AGE
V169	1	-0.117748	0.02411443	-4.883	0.0001	SEX
V172	1	-0.058542	0.00668920	-8.752	0.0001	EDUCATION LEVEL
WBS	1	0.124070	0.02895206	4.285	0.0001	1-Hispanic,0-not
BLK	1	-0.070117	0.03057804	-2.293	0.0219	1-Black,0-not
OTH	1	-0.176703	0.04539856	-3.892	0.0001	1-Other,0-not
SACTO	1	-0.374022	0.04059839	-9.213	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.508645	0.02819266	18.042	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.020526	0.03589907	0.572	0.5675	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.015421	0.05679197	0.272	0.7860	SACTO*FOLUP1
FOLUP2	1	-0.096041	0.03550865	-2.705	0.0068	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.205184	0.05806297	3.534	0.0004	SACTO*FOLUP2
FOLUP3	1	-0.162165	0.03694006	-4.390	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.283642	0.06155754	4.608	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V87

PAY FAIR COMPARED TO OTHER DIRECTORATES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	602.27795	28.67990	25.595	0.0001
Error	12915	14471.33283	1.12051		
C Total	12936	15073.61078			

Root MSE	1.05854	R-square	0.0400
Dep Mean	2.82129	Adj R-sq	0.0384
C.V.	37.51964		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.325110	0.08683681	26.776	0.0001	Intercept
V152	1	-0.021418	0.01380595	-1.551	0.1208	HOW LONG WORKED IN DS?
V156W	1	-0.209923	0.02235727	-9.389	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.249214	0.01741855	14.307	0.0001	RECODED: PAY LEVELS
V159A	1	-0.068150	0.02737792	-2.489	0.0128	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.015993	0.00668743	-2.392	0.0168	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.014220	0.01141485	-1.246	0.2129	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.152345	0.02707200	5.527	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.065914	0.00883701	7.459	0.0001	AGE
V169	1	0.058692	0.02219143	2.645	0.0082	SEX
V172	1	-0.036080	0.00615577	-5.861	0.0001	EDUCATION LEVEL
WHS	1	0.014143	0.02664329	0.531	0.5955	1-Hispanic,0-not
BLK	1	0.048628	0.02813960	1.728	0.0840	1-Black,0-not
OTH	1	-0.067503	0.04177826	-1.616	0.1062	1-Other,0-not
SACTO	1	-0.029897	0.03736087	-0.800	0.4236	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.090264	0.02594444	-3.479	0.0005	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.035787	0.03303630	1.083	0.2787	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.211838	0.05226310	-4.053	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.007065	0.03267702	-0.216	0.8288	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.156993	0.05343274	-2.938	0.0033	SACTO*FOLUP2
FOLUP3	1	-0.010416	0.03399427	-0.306	0.7593	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.116872	0.05664864	-2.063	0.0391	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V89

MGT IS FLEXIBLE TO MAKE CHANGES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1658.81906	78.99138	62.262	0.0001
Error	12915	16385.17334	1.26869		
C Total	12936	18043.99240			

Root MSE	1.12636	R-square	0.0919
Dep Mean	2.79410	Adj R-sq	0.0905
C.V.	40.31219		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.954023	0.09240067	31.970	0.0001	Intercept
V152	1	-0.096988	0.01469054	-6.602	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.078278	0.02378976	3.290	0.0010	RECODED: WHITE/BLAKE COLLAR
V157C	1	0.104153	0.01853460	5.619	0.0001	RECODED: PAY LEVELS
V159A	1	-0.120836	0.02913210	-4.148	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.016275	0.00711592	-2.287	0.0222	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.014811	0.01214623	1.219	0.2327	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.136940	0.02880658	4.734	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.057410	0.00940322	6.105	0.0001	AGE
V169	1	-0.046821	0.02361329	-1.983	0.0474	SEX
V172	1	-0.059803	0.00655019	-9.112	0.0001	EDUCATION LEVEL
WBS	1	0.193325	0.02835038	6.819	0.0001	1-Hispanic, 0-not
BLK	1	0.190277	0.02994257	6.355	0.0001	1-Black, 0-not
OTH	1	-0.036076	0.0445510	-0.812	0.4171	1-Other, 0-not
SACTO	1	-0.44280	0.03975468	-11.176	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.476166	0.02760676	17.248	0.0001	1-Supervisor, 0-Non-Supervisor
FOLJUP1	1	-0.055378	0.03515302	-1.575	0.1152	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLJUP2	1	0.119351	0.05561174	2.146	0.0319	SACTO*FOLJUP1
FOLJUP3	1	-0.090545	0.03477072	-2.604	0.0092	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.181509	0.05685632	3.192	0.0014	SACTO*FOLJUP2
FOLJUP3	1	-0.132848	0.03617238	-3.673	0.0002	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.277821	0.06027827	4.609	0.0001	SACTO*FOLJUP3

Table B.5--continued

Dependent Variable: V89

ON JOB KNOW EXACTLY WHAT IS EXPECTED

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	708.56334	33.74111	31.218	0.0001
Error	12915	13958.97204	1.08083		
C Total	12936	14667.53538			
Root MSE		1.03963	R-square	0.0483	
Dep Mean		3.57912	Adj R-sq	0.0468	
C.V.		29.04717			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.872123	0.08528572	45.402	0.0001	Intercept
V152	1	-0.004574	0.01355935	-0.337	0.7359	HOW LONG WORKED IN DS?
V156W	1	-0.110414	0.02195792	-5.028	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.061011	0.01710742	-3.566	0.0004	RECODED: PAY LEVELS
V159A	1	-0.113083	0.02688890	-4.206	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	0.042317	0.00656798	6.443	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.007235	0.01121096	-0.645	0.5187	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.098578	0.02658844	3.708	0.0002	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.026802	0.00867916	3.088	0.0020	AGE
V169	1	-0.010225	0.02179504	-0.469	0.6390	SEX
V172	1	-0.058084	0.00604582	-9.607	0.0001	EDUCATION LEVEL
WHS	1	0.253340	0.02616737	9.682	0.0001	1-Hispanic, 0-not
BLK	1	0.134215	0.02763696	4.856	0.0001	1-Black, 0-not
OTH	1	0.017576	0.04103201	0.428	0.6684	1-Other, 0-not
SACTO	1	-0.280858	0.03669353	-7.654	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.116978	0.02548101	4.591	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.062984	0.03244620	-1.941	0.0523	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.072858	0.05132957	1.419	0.1558	SACTO*FOLUP1
FOLUP2	1	-0.066256	0.03209334	-2.064	0.0390	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.157608	0.05247832	3.003	0.0027	SACTO*FOLUP2
FOLUP3	1	-0.091752	0.03338706	-2.748	0.0060	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.190431	0.05563677	3.423	0.0006	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V90

MY JOB IS MEANINGFUL TO ME

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1085.81319	51.70539	48.789	0.0001
Error	12915	13686.94984	1.05977		
C Total	12936	14772.76304			

Root MSE	1.02945	R-square	0.0735
Dep Mean	3.64962	Adj R-sq	0.0720
C.V.	28.20713		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.405927	0.08445064	40.330	0.0001	Intercept
V152	1	-0.003990	0.01342658	-0.297	0.7663	HOW LONG WORKED IN DS?
V156W	1	0.044401	0.02174292	2.042	0.0412	RECODED: WHITE/BLUE COLLAR
V157C	1	0.171048	0.01693991	10.097	0.0001	RECODED: PAY LEVELS
V159A	1	-0.048199	0.02662561	-1.810	0.0703	RECODED-CAREER=1,NO CAREER=0
V160	1	0.010212	0.00650367	1.570	0.1164	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.033356	0.01110118	-3.005	0.0027	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.004375	0.02632810	0.166	0.8680	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.095985	0.00859418	11.169	0.0001	AGE
V169	1	-0.051200	0.02158164	-2.372	0.0177	SEX
V172	1	-0.045999	0.00598662	-7.684	0.0001	EDUCATION LEVEL
WHS	1	0.214748	0.02591115	8.288	0.0001	1-Hispanic,0-not
BLK	1	0.035955	0.02736635	1.314	0.1889	1-Black,0-not
OTH	1	-0.119701	0.04063024	-2.946	0.0032	1-Other,0-not
SACTO	1	-0.231919	0.03633424	-6.383	0.0001	SACRAMENTO,1=YES,0-NO
SUPER	1	0.290318	0.02523152	11.506	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.048645	0.03212850	1.514	0.1300	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	-0.036793	0.05082698	-0.724	0.4691	SACTO*FOLUP1
FOLUP2	1	-0.006140	0.03177909	-0.193	0.8468	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.113978	0.05196447	2.193	0.0283	SACTO*FOLUP2
FOLUP3	1	-0.017296	0.03306015	-0.523	0.6009	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	0.078394	0.05509200	1.423	0.1548	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V91

SATISFIED WITH CHANCES TO LEARN MORE-JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1649.46768	78.54608	61.181	0.0001
Error	12915	16580.66704	1.28383		
C Total	12936	18230.13472			
Root MSE		1.13306	R-square	0.0905	
Dep Mean		3.19665	Adj R-sq	0.0890	
C.V.		35.44530			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.079145	0.09295026	33.127	0.0001	Intercept
V152	1	-0.041870	0.01477792	-2.833	0.0046	HOW LONG WORKED IN DS?
V156W	1	0.130600	0.02393126	5.457	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.215796	0.01864484	11.574	0.0001	RECODED: PAY LEVELS
V159A	1	-0.103246	0.02930537	-3.523	0.0004	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.007240	0.00715824	-1.011	0.3119	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.015694	0.01221847	-1.284	0.1990	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.134548	0.02897792	4.643	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.045269	0.00945915	4.786	0.0001	AGE
V169	1	-0.091405	0.02375374	-3.848	0.0001	SEX
V172	1	-0.062001	0.00658915	-9.410	0.0001	EDUCATION LEVEL
WHS	1	0.290858	0.02851901	10.199	0.0001	1-Hispanic,0-not
BLK	1	0.075753	0.03012067	2.515	0.0119	1-Black,0-not
OTH	1	-0.040989	0.04471951	-0.917	0.3594	1-Other,0-not
SACTO	1	-0.357136	0.03999114	-8.930	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.388770	0.02777097	13.999	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	-0.019495	0.03536211	-0.551	0.5814	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.029943	0.05594251	0.535	0.5925	SACTO*FOLUP1
FOLUP2	1	-0.111628	0.03497753	-3.191	0.0014	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.189076	0.05719449	3.306	0.0009	SACTO*FOLUP2
FOLUP3	1	-0.136316	0.03638752	-3.746	0.0002	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.238351	0.06063679	3.931	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V92

OPPORTUNITY TO PARTICIPE IN TRAINNG PGMS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1276.19200	60.77105	42.285	0.0001
Error	12915	18561.03097	1.43717		
C Total	12936	19837.22297			

Root MSE	1.19882	R-square	0.0643
Dep Mean	2.90088	Adj R-sq	0.0628
C.V.	41.32605		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.789253	0.09834463	28.362	0.0001	Intercept
V152	1	-0.074202	0.01563555	-4.746	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.156147	0.02532011	6.167	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.119164	0.01972609	6.041	0.0001	RECODED: PAY LEVELS
V159A	1	-0.131742	0.03100611	-4.249	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.000143	0.00757367	-0.019	0.9849	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.020016	0.01292757	1.548	0.1216	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.139921	0.03065965	4.564	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.055807	0.01000811	5.576	0.0001	AGE
V169	1	-0.119233	0.02513229	-4.744	0.0001	SEX
V172	1	-0.046665	0.00697155	-6.694	0.0001	EDUCATION LEVEL
WHS	1	0.125466	0.03017411	4.158	0.0001	1-Hispanic, 0-not
BLK	1	0.000803	0.03186872	0.025	0.9799	1-Black, 0-not
OTH	1	-0.063554	0.04731481	-1.343	0.1792	1-Other, 0-not
SACTO	1	-0.304268	0.04231202	-7.191	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.411130	0.02938266	13.992	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.068215	0.03741435	1.823	0.0683	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.079321	0.05918913	1.340	0.1802	SACTO*FOLUP1
FOLUP2	1	-0.028890	0.03700745	-0.781	0.4350	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.258897	0.06051377	4.278	0.0001	SACTO*FOLUP2
FOLUP3	1	0.018395	0.03849928	0.478	0.6328	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.277458	0.06415585	4.325	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V93

MGT + UNION WILLING TO TRY NEW SOLUTIONS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	587.13079	27.95861	31.589	0.0001
Error	12915	11430.63969	0.88507		
C Total	12936	12017.77049			

Root MSE	0.94078	R-square	0.0489
Dep Mean	2.64879	Adj R-sq	0.0473
C.V.	35.51728		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.445597	0.07717646	31.688	0.0001	Intercept
V152	1	-0.094853	0.01227008	-7.730	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.188560	0.01987009	9.490	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.075325	0.01548078	4.866	0.0001	RECODED: PAY LEVELS
V159A	1	-0.032045	0.02433221	-1.317	0.1879	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.002804	0.00594348	-0.472	0.6370	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.015176	0.01014498	-1.496	0.1347	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.081509	0.02406032	3.388	0.0007	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.062338	0.00785391	7.937	0.0001	AGE
V169	1	0.073307	0.01972270	3.717	0.0002	SEX
V172	1	-0.027709	0.00547096	-5.065	0.0001	EDUCATION LEVEL
WHS	1	0.092589	0.02367929	3.910	0.0001	1-Hispanic,0-not
BLK	1	0.116642	0.02500915	4.664	0.0001	1-Black,0-not
OTH	1	-0.130369	0.03713055	-3.511	0.0004	1-Other,0-not
SACTO	1	-0.045392	0.03320458	-1.367	0.1716	SACRAMENTO,1-YES,0-NO
SUPER	1	0.290292	0.02305819	12.590	0.0001	1=Supervisor,0=Non-Supervisor
FOLUP1	1	-0.008559	0.02936111	-0.291	0.7707	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.064605	0.04644898	1.391	0.1643	SACTO*FOLUP1
FOLUP2	1	-0.043618	0.02904179	-1.502	0.1331	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.075343	0.04748850	1.587	0.1126	SACTO*FOLUP2
FOLUP3	1	0.000841	0.03021251	0.028	0.9778	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.056000	0.05034664	1.112	0.2660	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V94

IN MY WORK UNIT OPINIONS GET LISTENED TO

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1987.10461	94.62403	73.607	0.0001
Error	12915	16602.54762	1.28552		
C Total	12936	18589.65222			

Root MSE 1.13381 R-square 0.1069
 Dep Mean 2.82752 Adj R-sq 0.1054
 C.V. 40.09914

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.429698	0.09301157	26.123	0.0001	Intercept
V152	1	-0.107460	0.01478766	-7.267	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.196231	0.02394704	8.194	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.112824	0.01865714	6.047	0.0001	RECODED: PAY LEVELS
V159A	1	-0.049638	0.02932470	-1.693	0.0905	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.001009	0.00716296	-0.141	0.8880	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.014144	0.01222653	-1.157	0.2474	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.166183	0.02899703	5.731	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.055200	0.00946538	5.832	0.0001	AGE
V169	1	0.002206	0.02376941	0.093	0.9261	SEX
V172	1	-0.029511	0.00659349	-4.476	0.0001	EDUCATION LEVEL
WBS	1	0.094876	0.02853782	3.325	0.0009	1-Hispanic, 0-not
BLK	1	0.009617	0.03014054	0.319	0.7497	1-Black, 0-not
OTH	1	-0.125500	0.04474901	-2.805	0.0050	1-Other, 0-not
SACTO	1	-0.167061	0.04001752	-4.175	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.751738	0.02778928	27.051	0.0001	1-Supervisor, 0-Non-Supervisor
FOLJPI	1	0.021317	0.03538543	0.602	0.5469	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.117147	0.05597941	2.093	0.0364	SACTO*FOLJPI
FOLJPI2	1	0.020405	0.03500060	0.583	0.5599	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.392320	0.05723222	6.855	0.0001	SACTO*FOLJPI2
FOLJPI3	1	0.001171	0.03641153	0.032	0.9744	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.490800	0.06067679	8.089	0.0001	SACTO*FOLJPI3

Table B.5--continued

Dependent Variable: V95

SAVE MONEY IN DS BY WORKING HARDER/BETTER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	740.31579	35.25313	29.009	0.0001
Error	12915	15694.74800	1.21523		
C Total	12936	16435.06379			

Root MSE	1.10238	R-square	0.0450
Dep Mean	3.33710	Adj R-sq	0.0435
C.V.	33.03392		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.383263	0.09043297	37.412	0.0001	Intercept
V152	1	-0.072447	0.01437770	-5.039	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.071853	0.02328315	3.086	0.0020	RECODED: WHITE/BLUE COLLAR
V157C	1	0.133348	0.01813990	7.351	0.0001	RECODED: PAY LEVELS
V159A	1	0.028717	0.02851172	1.007	0.3138	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.016264	0.00696438	-2.335	0.0195	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.043949	0.01188757	-3.697	0.0002	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.004993	0.02819313	-0.177	0.8594	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V169	1	0.051648	0.00920297	5.612	0.0001	AGE
V172	1	-0.055424	0.02311044	-2.398	0.0165	SEX
WRS	1	0.007577	0.00641070	1.182	0.2372	EDUCATION LEVEL
BLK	1	-0.015461	0.02774655	-0.557	0.5774	1-Hispanic, 0-not
OTH	1	-0.143565	0.02930494	-4.899	0.0001	1-Black, 0-not
SACTO	1	-0.302998	0.04350941	-6.964	0.0001	1-Other, 0-not
SUPER	1	-0.134345	0.03890809	-3.453	0.0006	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.307208	0.02701987	11.370	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP2	1	-0.026680	0.03440443	-0.775	0.4381	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLUP3	1	-0.091830	0.05442746	-1.687	0.0916	SACTO*FOLUP1
FLP2SACT	1	-0.001110	0.03403027	-0.033	0.9740	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.046525	0.05564554	0.836	0.4031	SACTO*FOLUP2
FOLUP3	1	-0.003858	0.03540207	-0.109	0.9130	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.078835	0.058899462	1.336	0.1815	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V96

SUPERVISOR CONCERNED ABOUT ME AS A PERSON

Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob > F	
Model	21	1008.45731	48.02178	33.064	0.0001	
Error	12915	18757.54022	1.45238			
C Total	12936	19765.99753				
Root MSE	1.20515	R-square	0.0510			
Dep Mean	3.06165	Adj R-sq	0.0495			
C.V.	39.36277					

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEPT	1	2.970147	0.09886386	30.043	0.0001	Intercept
V152	1	-0.091998	0.01571810	-5.853	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.227433	0.02545379	8.935	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.069496	0.01983105	3.504	0.0005	RECODED: PAY LEVELS
V159A	1	-0.009676	0.03116981	-0.310	0.7562	RECODED-CAREER-1, NO CAREER-0
V160	1	0.021169	0.00761365	2.780	0.0054	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.019005	0.01299583	-1.462	0.1437	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.180094	0.03082152	5.843	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.015956	0.01006095	1.586	0.1128	AGE
V169	1	-0.035678	0.02526498	-1.412	0.1579	SEX
V172	1	-0.036146	0.00700836	-5.158	0.0001	EDUCATION LEVEL
WHS	1	0.042992	0.03033342	1.417	0.1564	1-Hispanic, 0-not
BLK	1	-0.048454	0.03203698	-1.512	0.1305	1-Black, 0-not
OTE	1	-0.202898	0.04756462	-4.266	0.0001	1-Other, 0-not
SACTO	1	-0.232950	0.04253542	-5.477	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.402231	0.02953779	13.618	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.006893	0.03761188	0.183	0.8546	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.102464	0.05950163	1.722	0.0851	SACTO*FOLUP1
FOLUP2	1	-0.013739	0.03720284	-0.369	0.7119	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.240421	0.06083327	3.952	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.101141	0.03870254	-2.613	0.0090	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.254630	0.06449457	3.948	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V97

HAVE IDEAS HOW CAN DO A BETTER JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	368.49883	17.54756	29.834	0.0001
Error	12915	7596.17190	0.58817		
C Total	12936	7964.67074			

Root MSE	0.76692	R-square	0.0463
Dep Mean	3.81882	Adj R-sq	0.0447
C.V.	20.08265		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.636992	0.06291396	57.809	0.0001	Intercept
V152	1	0.013087	0.01000252	1.308	0.1908	HOW LONG WORKED IN DS?
V156W	1	-0.033481	0.01619802	-2.067	0.0388	RECODED: WHITE/BLUE COLLAR
V157C	1	0.088827	0.01261988	6.485	0.0001	RECODED: PAY LEVELS
V159A	1	0.019096	0.01983552	0.963	0.3357	RECODED-CAREER=1,NO CAREER=0
V160	1	0.001205	0.00484510	0.249	0.8036	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.022134	0.00827015	-2.676	0.0075	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.047856	0.01961388	-2.440	0.0147	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.011490	0.00640248	1.795	0.0727	AGE
V169	1	-0.136984	0.01607787	-8.520	0.0001	SEX
V172	1	0.049581	0.00445990	11.117	0.0001	EDUCATION LEVEL
WES	1	0.071399	0.01930327	3.699	0.0002	1-Hispanic,0-not
BLK	1	0.000779	0.02038736	0.038	0.9695	1-Black,0-not
OTH	1	-0.014820	0.03026868	-0.490	0.6244	1-Other,0-not
SACTO	1	-0.020441	0.02706825	-0.755	0.4502	SACRAMENTO,1-YES,0-NO
SUPER	1	0.147361	0.01879695	7.840	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.035708	0.02393506	-1.492	0.1358	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.037210	0.03786503	-0.983	0.3258	SACTO*FOLUP1
FOLUP2	1	-0.003135	0.02367476	-0.132	0.8947	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.008843	0.03871244	0.228	0.8193	SACTO*FOLUP2
FOLUP3	1	-0.008357	0.02462912	-0.339	0.7344	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.127651	0.04104239	-3.110	0.0019	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V98

MGT WILL NEGOTIATE ON FEW SPECIFIC ISSUES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	812.02552	38.66788	44.218	0.0001
Error	12915	11293.97389	0.87449		
C Total	12936	12105.99941			

Root MSE	0.93514	R-square	0.0671
Dep Mean	3.47584	Adj R-sq	0.0656
C.V.	26.90394		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.475754	0.07671371	45.308	0.0001	Intercept
V152	1	0.062093	0.01219651	5.091	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.074480	0.01975095	-3.771	0.0002	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.075043	0.01538796	-4.877	0.0001	RECODED: PAY LEVELS
V159A	1	0.102609	0.02418631	4.242	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	0.010892	0.00590784	1.844	0.0653	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.002777	0.01008415	0.275	0.7830	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.110221	0.02391605	-4.609	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.047110	0.00780682	-6.035	0.0001	AGE
V169	1	0.034494	0.01960444	1.759	0.0785	SEX
V172	1	0.026197	0.00543816	4.817	0.0001	EDUCATION LEVEL
WHS	1	0.026801	0.02353731	1.139	0.2549	1-Hispanic,0-not
BLK	1	0.054723	0.02485919	2.201	0.0277	1-Black,0-not
OTH	1	0.097269	0.03690791	2.635	0.0084	1-Other,0-not
SACTO	1	0.179533	0.03300549	5.439	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.420856	0.02291994	-18.362	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.016744	0.02918506	0.574	0.5662	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.014284	0.04617047	-0.309	0.7570	SACTO*FOLUP1
FOLUP2	1	0.035108	0.02886766	1.216	0.2239	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.083728	0.04720376	-1.774	0.0761	SACTO*FOLUP2
FOLUP3	1	0.104835	0.03003135	3.491	0.0005	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.187272	0.05004476	-3.742	0.0002	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V99

BETTER JOB SECURITY IF PERFORM VERY WELL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1152.48179	54.88009	42.884	0.0001
Error	12915	16527.68931	1.27973		
C Total	12936	17680.17110			
Root MSE		1.13125	R-square	0.0652	
Dep Mean		2.89848	Adj R-sq	0.0637	
C.V.		39.02917			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.268406	0.09280164	35.219	0.0001	Intercept
V152	1	-0.044217	0.01475429	-2.997	0.0027	HOW LONG WORKED IN DS?
V156W	1	0.162222	0.02389300	6.790	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.048565	0.01861503	2.609	0.0091	RECODED: PAY LEVELS
V159A	1	-0.108468	0.02925852	-3.707	0.0002	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.015533	0.00714679	-2.187	0.0287	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.018079	0.01219894	-1.482	0.1384	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.033095	0.02893158	1.144	0.2527	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.065773	0.00944402	6.965	0.0001	AGE
V169	1	-0.105300	0.02371576	-4.440	0.0001	SEX
V172	1	-0.031848	0.00657861	-4.841	0.0001	EDUCATION LEVEL
WHS	1	0.145555	0.02847341	5.112	0.0001	1-Hispanic,0-not
BLK	1	-0.039261	0.03007251	-1.306	0.1917	1-Black,0-not
OTH	1	-0.075095	0.04464801	-1.682	0.0926	1-Other,0-not
SACTO	1	-0.235404	0.03992720	-5.896	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.262304	0.02772656	9.460	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.019674	0.03530557	0.557	0.5774	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.216996	0.05585306	-3.885	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.098800	0.03492161	-2.829	0.0047	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.146496	0.05710304	-2.565	0.0103	SACTO*FOLUP2
FOLUP3	1	-0.189243	0.03632935	-5.209	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.100074	0.06053984	-1.653	0.0983	SACTO*FOLUP3

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Table B.5--continued

Dependent Variable: V100

ALL IN ALL, SATISFIED WITH MY WORK UNIT

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1143.09328	54.43301	49.265	0.0001
Error	12915	14269.69238	1.10489		
C Total	12936	15412.78566			

Root MSE	1.05114	R-square	0.0742
Dep Mean	3.26563	Adj R-sq	0.0727
C.V.	32.18796		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.963895	0.08622971	34.372	0.0001	Intercept
V152	1	-0.060330	0.01370943	-4.401	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.051099	0.02220096	2.302	0.0214	RECODED: WHITE/BLUE COLLAR
V157C	1	0.132616	0.01729677	7.667	0.0001	RECODED: PAY LEVELS
V159A	1	-0.036579	0.02718652	-1.345	0.1785	RECODED-CAREER=1,NO CAREER=0
V160	1	0.001529	0.00664068	0.230	0.8180	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.027691	0.01133504	-2.443	0.0146	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.165178	0.02688273	6.144	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.089166	0.00877522	10.161	0.0001	AGE
V169	1	-0.058638	0.02203628	-2.661	0.0078	SEX
V172	1	-0.032505	0.00611273	-5.318	0.0001	EDUCATION LEVEL
WHS	1	0.140486	0.02645701	5.310	0.0001	1-Hispanic,0-not
BLK	1	-0.082317	0.02794286	-2.946	0.0032	1-Black,0-not
OTH	1	-0.157443	0.04148617	-3.795	0.0001	1-Other,0-not
SACTO	1	-0.240862	0.03709967	-6.492	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.368466	0.02576305	14.302	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.027627	0.03280533	0.842	0.3997	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.000661	0.05189771	0.013	0.9898	SACTO*FOLUP1
FOLUP2	1	0.010760	0.03244856	0.332	0.7402	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.114856	0.05305918	2.165	0.0304	SACTO*FOLUP2
FOLUP3	1	-0.042531	0.03375661	-1.260	0.2077	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.222056	0.05625259	3.947	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V101

SMALL OPORTUNTY TO INFLUNCE WHAT HAPPENS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1302.91361	62.04351	55.884	0.0001
Error	12915	14338.44095	1.11022		
C Total	12936	15641.35456			
Root MSE		1.05367	R-square	0.0833	
Dep Mean		3.61591	Adj R-sq	0.0818	
C.V.		29.14054			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.674514	0.08643718	42.511	0.0001	Intercept
V152	1	0.087793	0.01374242	6.368	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.140535	0.02225438	-6.315	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.142686	0.01733839	-8.229	0.0001	RECODED: PAY LEVELS
V159A	1	0.089395	0.02725193	3.280	0.0010	RECODED-CAREER-1, NO CAREER-0
V160	1	0.001779	0.00665666	0.267	0.7893	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.020311	0.01136232	-1.788	0.0739	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.082967	0.02694741	-3.079	0.0021	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.015564	0.00879634	-1.769	0.0768	AGE
V169	1	0.120815	0.02208930	5.469	0.0001	SEX
V172	1	0.030091	0.00612744	4.911	0.0001	EDUCATION LEVEL
WHS	1	-0.135742	0.02652066	-5.118	0.0001	1-Hispanic, 0-not
BLK	1	-0.030311	0.02801009	-1.082	0.2792	1-Black, 0-not
OTH	1	0.081385	0.04158599	1.957	0.0504	1-Other, 0-not
SACTO	1	0.204559	0.03718893	5.501	0.0001	SACRAMENTO, 1=YES, 0-NO
SUPER	1	-0.512379	0.02582504	-19.840	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	-0.014484	0.03288426	-0.440	0.6596	YEAR1 FOLLOWUP - 1=YES, 0-NO
FOLPSACT	1	-0.036235	0.05202258	-0.697	0.4861	SACTO*FOLUP1
FOLUP2	1	-0.049594	0.03252663	-1.525	0.1274	YEAR 2 FOLLOWUP - 1=YES, 0-NO
FLP2SACT	1	-0.172284	0.05318684	-3.239	0.0012	SACTO*FOLUP2
FOLUP3	1	0.030011	0.03383783	0.887	0.3752	YEAR 3 FOLLOWUP - 1=YES, 0-NO
FLP3SACT	1	-0.325144	0.05638794	-5.766	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V102

COMPETITION FOR JOBS IS FAIR + OPEN

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1469.96584	69.99837	66.087	0.0001
Error	12915	13679.46923	1.05919		
C Total	12936	15149.43507			

Root MSE	1.02917	R-square	0.0970
Dep Mean	2.18193	Adj R-sq	0.0956
C.V.	47.16791		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.319094	0.08442756	27.468	0.0001	Intercept
V152	1	-0.132963	0.01342291	-9.906	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.007160	0.02173698	0.329	0.7418	RECODED: WHITE/BLUE COLLAR
V157C	1	0.108763	0.01693528	11.146	0.0001	RECODED: PAY LEVELS
V159A	1	-0.142706	0.02661833	-5.361	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	0.004320	0.00650189	0.664	0.5064	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.006123	0.01109815	0.552	0.5812	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.094838	0.02632090	3.603	0.0003	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.046740	0.00859183	5.440	0.0001	AGE
V169	1	-0.098027	0.02157574	-4.543	0.0001	SEX
V172	1	-0.047007	0.00598498	-7.854	0.0001	EDUCATION LEVEL
WHS	1	0.138094	0.02590407	5.331	0.0001	1-Hispanic,0-not
BLK	1	-0.203158	0.02735888	-7.426	0.0001	1-Black,0-not
OTH	1	-0.139695	0.04061914	-3.439	0.0006	1-Other,0-not
SACTO	1	-0.160344	0.03632431	-4.414	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.497770	0.02522462	19.733	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	0.021435	0.03211972	0.667	0.5046	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.052833	0.05081308	1.040	0.2985	SACTO*FOLUP1
FOLUP2	1	-0.007642	0.03177041	-0.241	0.8099	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.166285	0.05195027	3.201	0.0014	SACTO*FOLUP2
FOLUP3	1	-0.080151	0.03305112	-2.425	0.0153	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.268244	0.05507695	4.870	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V103

SATISFIED WITH THE AMT OF JOB SECURITY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1656.50684	78.88128	74.583	0.0001
Error	12915	13659.35772	1.05764		
C Total	12936	15315.86455			
Root MSE		1.02841	R-square	0.1082	
Dep Mean		3.31110	Adj R-sq	0.1067	
C.V.		31.05957			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.257391	0.08436547	26.757	0.0001	Intercept
V152	1	0.010592	0.01341304	0.790	0.4297	HOW LONG WORKED IN DS?
V156W	1	0.088449	0.02172099	4.072	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.141702	0.01692282	8.373	0.0001	RECODED: PAY LEVELS
V159A	1	0.178436	0.02659876	6.708	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.008575	0.00649711	-1.320	0.1869	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.085364	0.01108999	7.697	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.118636	0.02630155	4.511	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.009863	0.00858551	1.149	0.2507	AGE
V169	1	0.101547	0.02155987	4.710	0.0001	SEX
V172	1	-0.008456	0.00598058	-1.414	0.1574	EDUCATION LEVEL
WHS	1	-0.056100	0.02588502	-2.167	0.0302	1-Hispanic, 0-not
BLK	1	-0.275266	0.02733876	-10.069	0.0001	1-Black, 0-not
OTH	1	-0.231471	0.04058927	-5.703	0.0001	1-Other, 0-not
SACTO	1	-0.029610	0.03629760	-0.816	0.4147	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.166128	0.02520607	6.591	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.169459	0.03209610	5.280	0.0001	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.200882	0.05077572	-3.956	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.050798	0.03174704	-1.600	0.1096	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.141538	0.05191207	-2.727	0.0064	SACTO*FOLUP2
FOLUP3	1	-0.431336	0.03302681	-13.060	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.023145	0.05503644	-0.421	0.6741	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V104

PREFER NO ANNUAL PERFORMANCE APPRAISAL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1817.59174	86.55199	49.550	0.0001
Error	12915	22559.38724	1.74676		
C Total	12936	24376.97898			

Root MSE	1.32165	R-square	0.0746
Dep Mean	3.19664	Adj R-sq	0.0731
C.V.	41.34495		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.271423	0.10842096	20.950	0.0001	Intercept
V152	1	0.095825	0.01723756	5.559	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.178924	0.02791439	-6.410	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.003457	0.02174810	-0.159	0.8737	RECODED: PAY LEVELS
V159A	1	0.154689	0.03418298	4.525	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.012392	0.00834966	-1.484	0.1378	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.119374	0.01425212	8.376	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.121541	0.03380102	-3.596	0.0003	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.011584	0.01103353	-1.050	0.2938	AGE
V169	1	0.116974	0.02770733	4.222	0.0001	SEX
V172	1	0.025824	0.00768585	3.360	0.0008	EDUCATION LEVEL
WHS	1	-0.370015	0.03326573	-11.123	0.0001	1-Hispanic,0-not
BLK	1	-0.064132	0.03513397	-1.825	0.0680	1-Black,0-not
OTH	1	-0.023188	0.05216266	-0.445	0.6567	1-Other,0-not
SACTO	1	-0.072398	0.04664729	-1.552	0.1207	SACRAMENTO,1=YES,0=NO
SUPER	1	0.162621	0.03239318	5.020	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	0.249965	0.04124780	6.060	0.0001	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.415637	0.06525362	-6.370	0.0001	SACTO*FOLUP1
FOLUP2	1	0.332871	0.04079922	8.159	0.0001	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.272565	0.06671398	-4.086	0.0001	SACTO*FOLUP2
FOLUP3	1	0.477890	0.04244389	11.259	0.0001	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.359087	0.07072922	-5.077	0.0001	SACTO*FOLUP3

Table B.5--continued

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Dependent Variable: V105

IN NEXT YEAR WILL LOOK FOR NEW JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2332.60475	111.07642	79.652	0.0001
Error	12915	18010.18620	1.39452		
C Total	12936	20342.79096			
Root MSE	1.18090	R-square	0.1147		
Dep Mean	2.04689	Adj R-sq	0.1132		
C.V.	41.48029				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.951600	0.09687433	40.791	0.0001	Intercept
V152	1	-0.070390	0.01540179	-4.570	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.128673	0.02494156	5.159	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.211280	0.01943197	-10.873	0.0001	RECODED: PAY LEVELS
V159A	1	0.047676	0.03054255	1.561	0.1186	RECODED-CAREER=1,NO CAREER=0
V160	1	0.004794	0.00746044	0.643	0.5205	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.030212	0.01273430	-2.373	0.0177	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.133533	0.03020127	-4.421	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.181732	0.00985848	-18.434	0.0001	AGE
V169	1	-0.079000	0.02475655	-3.191	0.0014	SEX
V172	1	0.084291	0.00686732	12.274	0.0001	EDUCATION LEVEL
NHS	1	-0.049817	0.02972299	-1.676	0.0938	1-Hispanic,0=not
BLK	1	0.142639	0.03139227	4.544	0.0001	1-Black,0=not
OTR	1	0.277375	0.04660743	5.951	0.0001	1-Other,0=not
SACTO	1	0.104990	0.04167944	2.519	0.0118	SACRAMENTO,1=YES,0=NO
SUPER	1	-0.224170	0.02894337	-7.745	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	0.016530	0.03685499	0.449	0.6538	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.126621	0.05830423	2.172	0.0299	SACTO*FOLUP1
FOLUP2	1	-0.035073	0.03645417	-0.962	0.3360	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.010343	0.05960906	0.174	0.8623	SACTO*FOLUP2
FOLUP3	1	-0.024931	0.03792369	-0.657	0.5109	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.081219	0.06319669	-1.285	0.1988	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V106

HARD WORK WILL GET RECOGNIZED

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1291.00108	61.47624	40.006	0.0001
Error	12915	19846.05701	1.53667		
C Total	12936	21137.05809			
Root MSE		1.23962	R-square	0.0611	
Dep Mean		3.18779	Adj R-sq	0.0596	
C.V.		38.88656			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.514821	0.10169198	34.563	0.0001	Intercept
V152	1	-0.115335	0.01616774	-7.134	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.091820	0.02618193	3.507	0.0005	RECODED: WHITE/BLUE COLLAR
V157C	1	0.143139	0.02039834	7.017	0.0001	RECODED: PAY LEVELS
V159A	1	-0.100276	0.03206146	-3.128	0.0018	RECODED-CAREER=1,NO CAREER=0
V160	1	0.009778	0.00783145	1.249	0.2118	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.050719	0.01336759	-3.794	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.166314	0.03170321	5.246	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.010350	0.01034875	-1.000	0.3173	AGE
V169	1	-0.093301	0.02598772	-3.590	0.0003	SEX
V172	1	-0.040764	0.00720884	-5.655	0.0001	EDUCATION LEVEL
WHS	1	0.365465	0.03120114	11.713	0.0001	1-Hispanic,0-not
BLK	1	0.026252	0.03295344	0.797	0.4257	1-Black,0-not
OTH	1	-0.117181	0.04892526	-2.395	0.0166	1-Other,0-not
SACTO	1	-0.154425	0.04375220	-3.530	0.0004	SACRAMENTO,1-YES,0-NO
SUPER	1	0.386911	0.03038275	12.735	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.052709	0.03868782	-1.362	0.1731	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.007493	0.06120375	-0.122	0.9026	SACTO*FOLUP1
FOLUP2	1	-0.081014	0.03826708	-2.117	0.0343	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.058711	0.06257348	0.938	0.3481	SACTO*FOLUP2
FOLUP3	1	-0.143170	0.03980968	-3.596	0.0003	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.102214	0.06633952	1.541	0.1234	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V107

UNION-MORE MEANINGFUL WORK FOR MEMBERS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	602.48731	28.68987	33.833	0.0001
Error	12915	10951.76020	0.84799		
C Total	12936	11554.24751			
Root MSE		0.92086	R-square	0.0521	
Dep Mean		2.61097	Adj R-sq	0.0506	
C.V.		35.26898			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.729307	0.07554254	36.129	0.0001	Intercept
V152	1	-0.077496	0.01201031	-6.452	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.153013	0.01944941	7.867	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.029775	0.01515304	1.965	0.0494	RECODED: PAY LEVELS
V159A	1	-0.056059	0.02381706	-2.354	0.0186	RECODED-CAREER=1, NO CAREER=0
V160	1	0.003468	0.00581764	0.596	0.5512	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.014468	0.00993020	-1.457	0.1451	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.009771	0.02355093	0.415	0.6782	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.068655	0.00768764	8.931	0.0001	AGE
V169	1	0.069826	0.01930514	3.617	0.0003	SEX
V172	1	-0.028835	0.00535513	-5.385	0.0001	EDUCATION LEVEL
WHS	1	0.092605	0.02317797	3.995	0.0001	1-Hispanic, 0-not
BLK	1	0.125474	0.02447967	5.126	0.0001	1-Black, 0-not
OTH	1	-0.119738	0.03634444	-3.295	0.0010	1-Other, 0-not
SACTO	1	-0.223672	0.03250160	-6.882	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.033995	0.02257002	1.506	0.1320	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.027362	0.02873949	0.952	0.3411	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.072683	0.04546560	-1.599	0.1099	SACTO*FOLUP1
FOLUP2	1	-0.006989	0.02842694	-0.246	0.8058	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.066851	0.04648311	-1.438	0.1504	SACTO*FOLUP2
FOLUP3	1	0.001978	0.02957287	0.067	0.9467	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.118142	0.04928074	-2.397	0.0165	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V108

UNION-FAIRER JOB CLASSIFICATIONS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	583.56857	27.78898	29.164	0.0001
Error	12915	12305.89356	0.95284		
C Total	12936	12889.46213			
Root MSE		0.97613	R-square	0.0453	
Dep Mean		2.53362	Adj R-sq	0.0437	
C.V.		38.52730			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.567662	0.08007670	32.065	0.0001	Intercept
V152	1	-0.091846	0.01273118	-7.214	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.113853	0.02061679	5.522	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.050539	0.01606254	3.146	0.0017	RECODED: PAY LEVELS
V159A	1	-0.048254	0.02524660	-1.911	0.0560	RECODED-CAREER-1, NO CAREER=0
V160	1	0.001290	0.00616683	0.209	0.8343	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.014883	0.01052622	-1.414	0.1574	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.055154	0.02496449	2.209	0.0272	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.069741	0.00814906	8.558	0.0001	AGE
V169	1	0.062930	0.02046386	3.075	0.0021	SEX
V172	1	-0.033015	0.00567655	-5.816	0.0001	EDUCATION LEVEL
WHS	1	0.150770	0.02456914	6.137	0.0001	1-Hispanic,0-not
BLK	1	0.051902	0.02594897	2.000	0.0455	1-Black,0-not
OTH	1	-0.153956	0.03852589	-3.996	0.0001	1-Other,0-not
SACTO	1	-0.154774	0.03445239	-4.492	0.0001	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.128718	0.02392470	5.380	0.0001	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	0.048206	0.03046448	1.582	0.1136	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.087973	0.04819450	-1.825	0.0680	SACTO*FOLUP1
FOLUP2	1	0.008105	0.03013316	0.269	0.7880	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.073882	0.04927309	-1.499	0.1338	SACTO*FOLUP2
FOLUP3	1	0.022206	0.03134787	0.708	0.4787	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.089992	0.05223863	-1.723	0.0850	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V109

UNION-FAIRER PROMOTION POLICIES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	836.78760	39.84703	39.666	0.0001
Error	12915	12973.84324	1.00456		
C Total	12936	13810.63084			

Root MSE	1.00228	R-square	0.0606
Dep Mean	2.31077	Adj R-sq	0.0591
C.V.	43.37413		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.268712	0.08222122	27.593	0.0001	Intercept
V152	1	-0.119205	0.01307213	-9.119	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.125200	0.02116893	5.914	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.103612	0.01649271	6.282	0.0001	RECODED: PAY LEVELS
V159A	1	-0.057495	0.02592272	-2.218	0.0266	RECODED-CAREER-1, NO CAREER-0
V160	1	0.004922	0.00633198	0.777	0.4370	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.010928	0.01080812	-1.011	0.3120	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.059197	0.02563306	2.309	0.0209	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.063261	0.00836730	7.560	0.0001	AGE
V169	1	0.083044	0.02101190	3.952	0.0001	SEX
V172	1	-0.034816	0.00582858	-5.973	0.0001	EDUCATION LEVEL
WHS	1	0.092660	0.02522712	3.673	0.0002	1-Hispanic, 0-not
BLK	1	-0.036099	0.02664391	-1.355	0.1755	1-Black, 0-not
OTH	1	-0.139059	0.03955764	-3.515	0.0004	1-Other, 0-not
SACTO	1	-0.132049	0.03537505	-3.733	0.0002	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.270612	0.02456543	11.016	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.060899	0.03128034	1.947	0.0516	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.137175	0.04948519	-2.772	0.0056	SACTO*FOLUP1
FOLUP2	1	0.025023	0.03094015	0.809	0.4187	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.107499	0.05059266	-2.125	0.0336	SACTO*FOLUP2
FOLUP3	1	0.013061	0.03218740	0.406	0.6849	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.070455	0.05363763	-1.314	0.1890	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V110

UNION AND NON-WAGE ISSUES-HOW SATISFED

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	693.24340	33.01159	36.153	0.0001
Error	12915	11792.85141	0.91311		
C Total	12936	12486.09481			

Root MSE	0.95557	R-square	0.0555
Dep Mean	2.53451	Adj R-sq	0.0540
C.V.	37.70230		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.621595	0.07838970	33.443	0.0001	Intercept
V152	1	-0.088026	0.01246297	-7.063	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.169360	0.02018245	8.391	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.048836	0.01572415	3.106	0.0019	RECODED: PAY LEVELS
V159A	1	-0.030532	0.02471472	-1.235	0.2167	RECODED-CAREER-1, NO CAREER-0
V160	1	0.002991	0.00603691	0.496	0.6202	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.035784	0.01030446	-3.473	0.0005	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.039116	0.02443856	-1.601	0.1095	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.067933	0.00797738	8.516	0.0001	AGE
V169	1	0.143451	0.02003274	7.161	0.0001	SEX
V172	1	-0.019608	0.00555696	-3.528	0.0004	EDUCATION LEVEL
WHS	1	0.071665	0.02405153	2.980	0.0029	1-Hispanic, 0-not
BLK	1	0.055987	0.02540230	2.204	0.0275	1-Black, 0-not
OTH	1	-0.166736	0.03771425	-4.421	0.0001	1-Other, 0-not
SACTO	1	-0.155746	0.03372657	-4.618	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.163627	0.02342068	6.986	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.028925	0.02982267	0.970	0.3321	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.139393	0.04717917	-2.955	0.0031	SACTO*FOLUP1
FOLUP2	1	-0.038846	0.02949834	-1.317	0.1879	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.079485	0.04823504	-1.648	0.0994	SACTO*FOLUP2
FOLUP3	1	-0.022130	0.03068746	-0.721	0.4708	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.133084	0.05113811	-2.602	0.0093	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN1

REASON-MORE RESPONSIBILITY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	59.10518	2.81453	16.790	0.0001
Error	12915	2165.02494	0.16764		
C Total	12936	2224.13013			

Root MSE	0.40943	R-square	0.0266
Dep Mean	0.22057	Adj R-sq	0.0250
C.V.	185.62335		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.283975	0.03358776	8.455	0.0001	Intercept
V152	1	-0.023480	0.00534003	-4.397	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.028232	0.00864761	3.265	0.0011	RECODED: WHITE/BLUE COLLAR
V157C	1	0.009569	0.00673735	1.420	0.1556	RECODED: PAY LEVELS
V159A	1	0.010634	0.01058955	1.004	0.3153	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.000163	0.00258664	-0.063	0.9496	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.018689	0.00441517	-4.233	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.015599	0.01047123	-1.490	0.1363	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.011030	0.00341808	3.227	0.0013	AGE
V169	1	-0.043471	0.00858346	-5.065	0.0001	SEX
V172	1	0.024875	0.00238100	10.447	0.0001	EDUCATION LEVEL
MHS	1	-0.005516	0.01030540	-0.535	0.5925	1-Hispanic, 0-not
BLK	1	-0.044668	0.01088416	-4.104	0.0001	1-Black, 0-not
OTR	1	-0.032023	0.01615948	-1.982	0.0475	1-Other, 0-not
SACTO	1	0.000506	0.01445088	0.035	0.9720	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.015815	0.01003509	1.576	0.1151	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	-0.023762	0.01277817	-1.860	0.0630	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.014455	0.02021494	-0.715	0.4746	SACTO*FOLUP1
FOLUP2	1	-0.036103	0.01263920	-2.856	0.0043	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.017526	0.02066734	-0.848	0.3964	SACTO*FOLUP2
FOLUP3	1	-0.050319	0.01314870	-3.827	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.012677	0.02191123	-0.579	0.5629	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN2

REASON-BETTER PAY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	24.76677	1.17937	6.635	0.0001
Error	12915	2295.53296	0.17774		
C Total	12936	2320.29972			
Root MSE	0.42159	R-square	0.0107		
Dep Mean	0.76579	Adj R-sq	0.0091		
C.V.	55.05327				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.975093	0.03458529	28.194	0.0001	Intercept
V152	1	0.00062718	0.00549862	0.011	0.9909	HOW LONG WORKED IN DS?
V156W	1	0.017298	0.00890443	1.943	0.0521	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.035790	0.00693744	-5.159	0.0001	RECODED: PAY LEVELS
V159A	1	0.019666	0.01090405	1.804	0.0713	RECODED-CAREER-1,NO CAREER-0
V160	1	0.008566	0.00266347	3.216	0.0013	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.001076	0.00454630	0.237	0.8130	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.015740	0.01078221	1.460	0.1444	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.014829	0.00351959	-4.213	0.0001	AGE
V169	1	-0.049068	0.00883838	-5.552	0.0001	SEX
V172	1	-0.013503	0.00245171	-5.507	0.0001	EDUCATION LEVEL
WBS	1	-0.043308	0.01061146	-4.081	0.0001	1-Hispanic,0-not
BLK	1	-0.008673	0.01120741	-0.774	0.4390	1-Black,0-not
OTH	1	-0.032834	0.01663941	-1.973	0.0485	1-Other,0-not
SACTO	1	-0.032050	0.01488005	-2.154	0.0313	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.005017	0.01033313	-0.486	0.6273	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.021851	0.01315767	-1.661	0.0968	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.039591	0.02081530	1.902	0.0572	SACTO*FOLUP1
FOLUP2	1	-0.023810	0.01301457	-1.829	0.0673	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.062265	0.02128114	2.926	0.0034	SACTO*FOLUP2
FOLUP3	1	-0.023113	0.01353921	-1.707	0.0878	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.030374	0.02256197	1.346	0.1782	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN3

REASON-MORE JOB SECURITY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	157.32468	7.49165	48.227	0.0001
Error	12915	2006.23124	0.15534		
C Total	12936	2163.55591			

Root MSE	0.39413	R-square	0.0727
Dep Mean	0.21232	Adj R-sq	0.0712
C.V.	185.63502		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.561276	0.03233256	17.359	0.0001	Intercept
V152	1	-0.010962	0.00514047	-2.132	0.0330	HOW LONG WORKED IN DS?
V156W	1	-0.054857	0.00832444	-6.590	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.002151	0.00648557	-0.332	0.7402	RECODED: PAY LEVELS
V159A	1	-0.055112	0.01019381	-5.406	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.001233	0.00248998	-0.495	0.6205	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.037052	0.00425017	-8.718	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.025622	0.01007991	2.542	0.0110	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.021591	0.00329034	6.562	0.0001	AGE
V169	1	-0.080655	0.00826269	-9.761	0.0001	SEX
V172	1	-0.021729	0.00229202	-9.480	0.0001	EDUCATION LEVEL
WHS	1	0.064676	0.00992028	6.520	0.0001	1-Hispanic,0=Not
BLK	1	0.057173	0.01047741	5.457	0.0001	1-Black,0=not
OTH	1	0.049412	0.01555559	3.176	0.0015	1-Other,0=not
SACTO	1	-0.023423	0.01391084	-1.684	0.0923	SACRAMENTO,1=YES,0=NO
SUPER	1	0.004190	0.00966007	0.434	0.6644	1-Supervisor,0=Non-Supervisor
FOLUP1	1	-0.046033	0.01230064	-3.742	0.0002	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.041250	0.01945949	2.120	0.0340	SACTO*FOLUP1
FOLUP2	1	0.019206	0.01216686	1.579	0.1145	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.058650	0.01989499	2.948	0.0032	SACTO*FOLUP2
FOLUP3	1	0.105320	0.01265733	8.321	0.0001	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.047878	0.02109239	2.270	0.0232	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN4

REASON-BETTER SUPERVISORS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	20.49151	0.97579	7.867	0.0001
Error	12915	1601.90103	0.12403		
C Total	12936	1622.39254			
Root MSE		0.35218	R-square	0.0126	
Dep Mean		0.14702	Adj R-sq	0.0110	
C.V.		239.54374			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.060462	0.02889132	2.093	0.0364	Intercept
V152	1	0.015122	0.00459336	3.292	0.0010	HOW LONG WORKED IN DS?
V156W	1	-0.012653	0.00743845	-1.701	0.0890	RECODED: WHITE/BLUE COLLAR
V157C	1	0.011934	0.00579529	2.059	0.0395	RECODED: PAY LEVELS
V159A	1	-0.008088	0.00910886	-0.888	0.3746	RECODED-CAREER-1,NO CAREER=0
V160	1	0.003797	0.00222496	1.706	0.0880	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.011655	0.00379781	3.069	0.0022	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.032602	0.00900708	-3.620	0.0003	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.000540	0.00294014	0.184	0.8544	AGE
V169	1	0.029512	0.00738327	3.997	0.0001	SEX
V172	1	0.001516	0.00204808	0.740	0.4593	EDUCATION LEVEL
WHS	1	0.005150	0.00886444	0.581	0.5613	1-Hispanic,0-not
BLK	1	-0.010050	0.00936228	-1.073	0.2831	1-Black,0-not
OTH	1	0.037007	0.01389997	2.662	0.0078	1-Other,0-not
SACTO	1	0.001588	0.01243027	0.128	0.8984	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.065561	0.00863193	-7.595	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.001104	0.01099145	-0.100	0.9200	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.023852	0.01738837	-1.372	0.1702	SACTO*FOLUP1
FOLUP2	1	-0.017518	0.01087191	-1.611	0.1071	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.029610	0.01777751	-1.666	0.0958	SACTO*FOLUP2
FOLUP3	1	-0.023940	0.01131018	-2.117	0.0343	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.036868	0.01884747	-1.956	0.0505	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSNS

REASON-MORE INTERESTING WORK

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	75.50044	3.59526	15.851	0.0001
Error	12915	2929.34572	0.22682		
C Total	12936	3004.84616			

Root MSE	0.47625	R-square	0.0251
Dep Mean	0.36684	Adj R-sq	0.0235
C.V.	129.82651		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.111208	0.03906924	2.846	0.0044	Intercept
V152	1	0.000370	0.00621151	0.060	0.9525	HOW LONG WORKED IN DS?
V156W	1	0.023899	0.01005889	2.376	0.0175	RECODED: WHITE/BLUE COLLAR
V157C	1	0.001638	0.00783688	0.209	0.8345	RECODED: PAY LEVELS
V159A	1	0.039277	0.01231775	3.189	0.0014	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.003832	0.00300878	-1.273	0.2029	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.009905	0.00513572	1.929	0.0538	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.028793	0.01218012	2.364	0.0181	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.014247	0.00397591	-3.583	0.0003	AGE
V169	1	0.070883	0.00998427	7.100	0.0001	SEX
V172	1	0.015211	0.00276958	5.492	0.0001	EDUCATION LEVEL
WHS	1	-0.041128	0.01198723	-3.431	0.0006	1-Hispanic, 0-not
BLK	1	-0.102941	0.01266044	-8.131	0.0001	1-Black, 0-not
OTH	1	-0.073145	0.01879669	-3.891	0.0001	1-Other, 0-not
SACTO	1	0.065903	0.01680924	3.921	0.0001	SACRAMENTO, 1=YES, 0-NO
SUPER	1	0.000880	0.01167281	0.075	0.9399	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.000965	0.01486355	-0.065	0.9482	YEAR1 FOLLOWUP - 1=YES, 0-NO
FOLPSACT	1	-0.015931	0.02351399	-0.678	0.4981	SACTO*FOLUP1
FOLUP2	1	-0.006762	0.01470190	-0.460	0.6456	YEAR 2 FOLLOWUP - 1=YES, 0-NO
FLP2SACT	1	-0.049400	0.02404022	-2.055	0.0399	SACTO*FOLUP2
FOLUP3	1	-0.019090	0.01529455	-1.248	0.2120	YEAR 3 FOLLOWUP - 1=YES, 0-NO
FLP3SACT	1	-0.047441	0.02548711	-1.861	0.0627	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN6

REASON-MORE IMPORTANT PROGRAM

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	13.86805	0.66038	10.556	0.0001
Error	12915	807.94243	0.06256		
C Total	12936	821.81049			

Root MSE	0.25012	R-square	0.0169
Dep Mean	0.06817	Adj R-sq	0.0153
C.V.	366.89367		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	-0.046461	0.02051823	-2.264	0.0236	Intercept
V152	1	0.001280	0.00326214	0.392	0.6948	HOW LONG WORKED IN DS?
V156W	1	0.021161	0.00528269	4.006	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.022740	0.00411574	5.525	0.0001	RECODED: PAY LEVELS
V159A	1	0.011354	0.00646899	1.755	0.0793	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.003963	0.00158014	-2.508	0.0122	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.001044	0.00269716	-0.387	0.6987	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.011975	0.00639671	1.872	0.0612	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.000783	0.00208805	0.375	0.7077	AGE
V169	1	0.006774	0.00524350	1.292	0.1964	SEX
V172	1	0.004068	0.00145452	2.797	0.0052	EDUCATION LEVEL
WHS	1	0.011070	0.00629540	1.758	0.0787	1-Hispanic,0-not
BLK	1	-0.012755	0.00664896	-1.918	0.0551	1-Black,0-not
OTH	1	0.013846	0.00987157	1.403	0.1608	1-Other,0-not
SACTO	1	-0.007311	0.00882781	-0.828	0.4076	SACRAMENTO,1-YES,0-NO
SUPER	1	0.027801	0.00613028	4.535	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.002321	0.00780598	0.297	0.7662	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.000054144	0.01234898	0.004	0.9965	SACTO*FOLUP1
FOLUP2	1	-0.010422	0.00772109	-1.350	0.1771	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.010901	0.01262535	0.863	0.3879	SACTO*FOLUP2
FOLUP3	1	-0.008759	0.00803233	-1.091	0.2755	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.004740	0.01338522	-0.354	0.7233	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN7

REASON-BETTER WORKING CONDITIONS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	51.22616	2.43934	16.865	0.0001
Error	12915	1868.06258	0.14464		
C Total	12936	1919.28875			
Root MSE		0.38032	R-square	0.0267	
Dep Mean		0.18118	Adj R-sq	0.0251	
C.V.		209.90707			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.207868	0.03119933	6.663	0.0001	Intercept
V152	1	0.016387	0.00496030	3.304	0.0010	HOW LONG WORKED IN DS?
V156W	1	-0.067257	0.00803268	-8.373	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.012886	0.00625826	-2.059	0.0395	RECODED: PAY LEVELS
V159A	1	-0.004621	0.00983653	-0.470	0.6385	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.004228	0.00240271	-1.760	0.0785	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.018823	0.00410121	4.590	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.032253	0.00972662	-3.316	0.0009	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.005641	0.00317502	1.777	0.0757	AGE
V169	1	0.021700	0.00797309	2.722	0.0065	SEX
V172	1	-0.011170	0.00221169	-5.050	0.0001	EDUCATION LEVEL
WHS	1	-0.019944	0.00957258	-2.083	0.0372	1-Hispanic,0-not
BLK	1	0.046666	0.01011019	4.616	0.0001	1-Black,0-not
OTH	1	0.033441	0.01501038	2.228	0.0259	1-Other,0-not
SACTO	1	0.026984	0.01342327	2.010	0.0444	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.009188	0.00932150	-0.986	0.3243	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.012309	0.01186951	1.037	0.2998	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.011421	0.01877745	-0.608	0.5431	SACTO*FOLUP1
FOLUP2	1	-0.015956	0.01174043	-1.359	0.1742	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.029054	0.01919769	-1.513	0.1302	SACTO*FOLUP2
FOLUP3	1	-0.017054	0.01221370	-1.396	0.1627	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.062935	0.02035312	-3.092	0.0020	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN8

REASON-MORE CONVENIENT WRKING HRS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	5.01002	0.23857	5.435	0.0001
Error	12915	566.90381	0.04389		
C Total	12936	571.91383			
Root MSE	0.20951	R-square	0.0088		
Dep Mean	0.04636	Adj R-sq	0.0071		
C.V.	451.95562				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	-0.005364	0.01718717	-0.312	0.7550	Intercept
V152	1	-0.001815	0.00273254	-0.664	0.5067	HOW LONG WORKED IN DS?
V156W	1	0.018452	0.00442506	4.170	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.001383	0.00344756	0.401	0.6883	RECODED: PAY LEVELS
V159A	1	0.008274	0.00541877	1.527	0.1268	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.001991	0.00132361	-1.504	0.1325	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.003558	0.00225928	1.575	0.1153	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.002929	0.00535822	0.547	0.5846	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.004476	0.00174906	-2.559	0.0105	AGE
V169	1	0.018149	0.00439224	4.132	0.0001	SEX
V172	1	0.001882	0.00121838	1.545	0.1224	EDUCATION LEVEL
WHS	1	-0.007655	0.00527337	-1.452	0.1466	1-Hispanic, 0-not
BLK	1	0.001634	0.00556953	0.293	0.7693	1-Black, 0-not
OTH	1	0.004113	0.00826896	0.497	0.6189	1-Other, 0-not
SACTO	1	0.004431	0.00739465	0.599	0.5490	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.005705	0.00513505	1.111	0.2666	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	0.010468	0.00653871	1.601	0.1094	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.026341	0.01034417	-2.546	0.0109	SACTO*FOLUP1
FOLUP2	1	0.000775	0.00646760	0.120	0.9046	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.004648	0.01057567	0.440	0.6603	SACTO*FOLUP2
FOLUP3	1	0.004146	0.00672831	0.616	0.5378	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.007599	0.01121218	-0.678	0.4979	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN9

REASON-BETTER PROMOTION OPPORTUNITIES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	115.24909	5.48805	23.498	0.0001
Error	12915	3016.34373	0.23355		
C Total	12936	3131.59282			

Root MSE	0.48327	R-square	0.0368
Dep Mean	0.58908	Adj R-sq	0.0352
C.V.	82.03909		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.583618	0.03964515	14.721	0.0001	Intercept
V152	1	-0.002880	0.00630308	-0.457	0.6478	HOW LONG WORKED IN DS?
V156W	1	0.045689	0.01020716	4.476	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.023412	0.00795240	-2.944	0.0032	RECODED: PAY LEVELS
V159A	1	0.053722	0.01249933	4.298	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.003216	0.00305313	-1.053	0.2922	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.010198	0.00521142	-1.957	0.0504	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.004243	0.01235966	-0.343	0.7314	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.036333	0.00403451	-9.006	0.0001	AGE
V169	1	0.085465	0.01013145	8.436	0.0001	SEX
V172	1	0.014191	0.00281040	5.049	0.0001	EDUCATION LEVEL
WBS	1	0.035066	0.01216393	2.883	0.0039	1-Hispanic, 0-not
BLK	1	0.008056	0.01284707	0.627	0.5306	1-Black, 0-not
OTH	1	-0.042379	0.01907377	-2.222	0.0263	1-Other, 0-not
SACTO	1	-0.039119	0.01705702	-2.293	0.0218	SACRAMENTO, 1-YES, 0-NO
SUPER	1	-0.007974	0.01184487	-0.673	0.5008	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.014876	0.01508265	-0.986	0.3240	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.004163	0.02386060	0.174	0.8615	SACTO*FOLUP1
FOLUP2	1	-0.034250	0.01491862	-2.296	0.0217	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.022062	0.02439459	-0.904	0.3658	SACTO*FOLUP2
FOLUP3	1	-0.051014	0.01552001	-3.287	0.0010	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.013533	0.02586281	0.523	0.6008	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN10

REASON-MORE CONGENIAL COLLEAGUES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2.69149	0.12817	3.166	0.0001
Error	12915	522.78980	0.04048		
C Total	12936	525.48129			

Root MSE	0.20119	R-square	0.0051
Dep Mean	0.04242	Adj R-sq	0.0035
C.V.	474.31630		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	-0.015789	0.01650491	-0.957	0.3388	Intercept
V152	1	0.001394	0.00262407	0.531	0.5953	HOW LONG WORKED IN DS?
V156W	1	0.003611	0.00424940	0.850	0.3954	RECODED: WHITE/BLUE COLLAR
V157C	1	0.003426	0.00331071	1.035	0.3008	RECODED: PAY LEVELS
V159A	1	0.005303	0.00520367	1.019	0.3081	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.000129	0.00127107	-0.101	0.9192	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.003625	0.00216960	1.671	0.0948	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.002155	0.00514552	-0.419	0.6754	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.002334	0.00167963	-1.390	0.1646	AGE
V169	1	0.014605	0.00421788	3.463	0.0005	SEX
V172	1	0.003530	0.00117002	3.017	0.0026	EDUCATION LEVEL
WHS	1	-0.005045	0.00506404	-0.996	0.3192	1-Hispanic,0=not
BLK	1	-0.012424	0.00534844	-2.323	0.0202	1-Black,0=not
OTH	1	0.000844	0.00794072	0.106	0.9153	1-Other,0=not
SACTO	1	-0.006515	0.00710111	-0.917	0.3589	SACRAMENTO,1=YES,0=NO
SUPER	1	0.007335	0.00493121	1.487	0.1369	1-Supervisor,0=Non-Supervisor
FOLUP1	1	-0.004433	0.00627915	-0.706	0.4802	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.015609	0.00993355	1.571	0.1161	SACTO*FOLUP1
FOLUP2	1	-0.003211	0.00621086	-0.517	0.6051	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.006748	0.01015586	0.664	0.5064	SACTO*FOLUP2
FOLUP3	1	-0.007324	0.00646123	-1.134	0.2570	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.009262	0.01076710	0.860	0.3897	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: RSN11

REASON-BETTER GEOPGRAPHICAL LOCATION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	7.08808	0.33753	7.646	0.0001
Error	12915	570.15752	0.04415		
C Total	12936	577.24560			

Root MSE	0.21011	R-square	0.0123
Dep Mean	0.04681	Adj R-sq	0.0107
C.V.	448.85025		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.034522	0.01723642	2.003	0.0452	Intercept
V152	1	-0.003581	0.00274037	-1.307	0.1913	HOW LONG WORKED IN DS?
V156W	1	0.006643	0.00443774	1.497	0.1344	RECODED: WHITE/BLUE COLLAR
V157C	1	0.018824	0.00345744	5.445	0.0001	RECODED: PAY LEVELS
V159A	1	0.006361	0.00543430	1.171	0.2418	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.000427	0.00132740	-0.322	0.7474	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.004379	0.00226576	-1.933	0.0533	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.008793	0.00537358	1.636	0.1018	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.002560	0.00175408	1.459	0.1445	AGE
V169	1	-0.018585	0.00440482	-4.219	0.0001	SEX
V172	1	0.001054	0.00122187	0.863	0.3882	EDUCATION LEVEL
WHS	1	-0.035597	0.00528848	-6.731	0.0001	1-Hispanic,0-not
BLK	1	-0.020382	0.00558549	-3.649	0.0003	1-Black,0-not
OTH	1	-0.008735	0.00829265	-1.053	0.2922	1-Other,0-not
SACTO	1	-0.004452	0.00741584	-0.600	0.5483	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.006359	0.00514977	-1.235	0.2169	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.002808	0.00655744	-0.428	0.6685	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.002673	0.01037381	0.258	0.7966	SACTO*FOLUP1
FOLUP2	1	0.000090424	0.00648613	0.014	0.9889	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.007013	0.01060598	0.661	0.5085	SACTO*FOLUP2
FOLUP3	1	0.000580	0.00674759	0.086	0.9315	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.024888	0.01124431	2.213	0.0269	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: RSN12

REASON-BETTER BENEFITS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	31.70746	1.50988	10.614	0.0001
Error	12915	1837.11979	0.14225		
C Total	12936	1868.82725			
Root MSE	0.37716	R-square	0.0170		
Dep Mean	0.17512	Adj R-sq	0.0154		
C.V.	215.36416				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.159770	0.03093986	5.164	0.0001	Intercept
V152	1	0.003306	0.00491905	0.672	0.5016	HOW LONG WORKED IN DS?
V156W	1	-0.007861	0.00796587	-0.987	0.3237	RECODED: WHITE/BLUE COLLAR
V157C	1	0.034228	0.00620621	5.515	0.0001	RECODED: PAY LEVELS
V159A	1	-0.026386	0.00975472	-2.705	0.0068	RECODED-CAREER=1, NO CAREER=0
V160	1	0.005863	0.00238273	2.461	0.0139	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.006107	0.00406710	1.502	0.1332	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.004304	0.00964572	-0.446	0.6555	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.004776	0.00314862	1.517	0.1293	AGE
V169	1	-0.044174	0.00790678	-5.587	0.0001	SEX
V172	1	-0.010258	0.00219329	-4.677	0.0001	EDUCATION LEVEL
WHS	1	0.004164	0.00949297	0.439	0.6609	1-Hispanic,0-not
BLK	1	-0.014430	0.01002611	-1.439	0.1501	1-Black,0-not
OTH	1	0.010172	0.01488555	0.683	0.4944	1-Other,0-not
SACTO	1	0.023914	0.01331164	1.797	0.0724	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.003437	0.00924397	0.372	0.7100	1-Supervisor, 0=Non-Supervisor
FOLUP1	1	0.003038	0.01177080	0.258	0.7964	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.002927	0.01862129	0.157	0.8751	SACTO*FOLUP1
FOLUP2	1	0.012909	0.01164279	1.109	0.2676	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.024387	0.01903803	1.281	0.2002	SACTO*FOLUP2
FOLUP3	1	0.023542	0.01211212	1.944	0.0520	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.040379	0.02018385	2.001	0.0455	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V114

IMPT QUALITY OF YOUR WORK AND YOUR PAY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1373.35890	65.39804	34.381	0.0001
Error	12915	24566.70113	1.90218		
C Total	12936	25940.06004			
Root MSE		1.37920	R-square	0.0529	
Dep Mean		3.01708	Adj R-sq	0.0514	
C.V.		45.71298			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.092835	0.11314178	27.336	0.0001	Intercept
V152	1	-0.044225	0.01798811	-2.459	0.0140	HOW LONG WORKED IN DS?
V156W	1	0.154815	0.02912983	5.315	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.010768	0.02269505	-0.474	0.6352	RECODED: PAY LEVELS
V159A	1	-0.143543	0.03567136	-4.024	0.0001	RECODED-CAREER-1, NO CAREER=0
V160	1	0.000696	0.00871322	0.080	0.9364	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.009091	0.01487268	0.611	0.5410	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.048988	0.03527277	1.389	0.1649	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.069579	0.01151395	6.043	0.0001	AGE
V169	1	-0.025907	0.02891375	-0.896	0.3703	SEX
V172	1	-0.057054	0.00802050	-7.113	0.0001	EDUCATION LEVEL
WHS	1	0.527961	0.03471417	15.209	0.0001	1-Hispanic,0-not
BLK	1	0.353826	0.03666376	9.651	0.0001	1-Black,0-not
OTH	1	0.226952	0.05443390	4.169	0.0001	1-Other,0-not
SACTO	1	-0.037939	0.04867839	-0.779	0.4358	SACRAMENTO,1=YES,0=NO
SUPER	1	0.347782	0.03380364	10.288	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP1	1	0.033691	0.04304380	0.783	0.4338	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.142494	0.06809486	-2.093	0.0364	SACTO*FOLUP1
FOLUP2	1	-0.014678	0.04257568	-0.345	0.7303	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.235532	0.06961881	-3.383	0.0007	SACTO*FOLUP2
FOLUP3	1	-0.043315	0.04429196	-0.978	0.3281	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.163190	0.07380889	-2.211	0.0271	SACTO*FOLUP3

Table 8.5--continued

Dependent Variable: V115

IMPT QUALITY OF WORK UNIT AND YOUR PAY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1998.33274	95.15870	54.907	0.0001
Error	12915	22382.81917	1.73309		
C Total	12936	24381.15191			

Root MSE	1.31647	R-square	0.0820
Dep Mean	2.83607	Adj R-sq	0.0805
C.V.	46.41879		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.915465	0.10799583	26.996	0.0001	Intercept
V152	1	-0.033580	0.01716997	-1.956	0.0505	HOW LONG WORKED IN DS?
V156W	1	0.015167	0.02780494	0.545	0.5854	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.033444	0.02166282	-1.544	0.1226	RECODED: PAY LEVELS
V159A	1	-0.170089	0.03404894	-4.995	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	0.004428	0.00831692	0.532	0.5945	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.016775	0.01419624	1.182	0.2374	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.049928	0.03366848	1.483	0.1381	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.114444	0.01099027	10.413	0.0001	AGE
V169	1	-0.105887	0.02759869	-3.837	0.0001	SEX
V172	1	-0.064598	0.00765571	-8.438	0.0001	EDUCATION LEVEL
WHS	1	0.526518	0.03313529	15.890	0.0001	1-Hispanic,0-not
BLK	1	0.407677	0.03499621	11.649	0.0001	1-Black,0-not
OTH	1	0.279901	0.05195812	5.387	0.0001	1-Other,0-not
SACTO	1	-0.128573	0.04646438	-2.767	0.0057	SACRAMENTO,1-YES,0-NO
SUPER	1	0.513797	0.03226617	15.924	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.088762	0.04108606	2.160	0.0308	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.064544	0.06499775	-0.993	0.3207	SACTO*FOLUP1
FOLUP2	1	0.045158	0.04063924	1.111	0.2665	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.058190	0.06645239	-0.876	0.3812	SACTO*FOLUP2
FOLUP3	1	-0.038121	0.04227746	-0.902	0.3672	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.057219	0.07045189	0.812	0.4167	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V116

IMPT AMT OF RESPONSILITY AND YOUR PAY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1574.79152	74.99007	44.790	0.0001
Error	12915	21622.90355	1.67425		
C Total	12936	23197.69507			
Root MSE		1.29393	R-square	0.0679	
Dep Mean		3.04876	Adj R-sq	0.0664	
C.V.		42.44109			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.662970	0.10614673	25.088	0.0001	Intercept
V152	1	-0.040548	0.01687599	-2.403	0.0163	HOW LONG WORKED IN DS?
V156W	1	0.097863	0.02732886	3.581	0.0003	RECODED: WHITE/BLUE COLLAR
V157C	1	0.035294	0.02129191	1.658	0.0974	RECODED: PAY LEVELS
V159A	1	-0.135128	0.03346596	-4.038	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	0.014530	0.00817452	1.777	0.0755	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.032528	0.01395317	2.331	0.0198	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.104990	0.03309201	3.173	0.0015	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.068826	0.01080209	6.372	0.0001	AGE
V169	1	-0.016171	0.02712614	-0.596	0.5511	SEX
V172	1	-0.041617	0.00752463	-5.531	0.0001	EDUCATION LEVEL
WHS	1	0.482196	0.03256795	14.806	0.0001	1-Hispanic,0-not
BLK	1	0.280904	0.03439700	8.167	0.0001	1-Black,0-not
OTH	1	0.130369	0.05106850	2.553	0.0107	1-Other,0-not
SACTO	1	-0.064696	0.04566882	-1.417	0.1566	SACRAMENTO,1=YES,0=NO
SUPER	1	0.447435	0.03171371	14.109	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	0.080013	0.04038259	1.981	0.0476	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.177718	0.06388486	-2.782	0.0054	SACTO*FOLUP1
FOLUP2	1	0.058734	0.03994341	1.470	0.1415	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.214656	0.06531459	-3.286	0.0010	SACTO*FOLUP2
FOLUP3	1	-0.011509	0.04155359	-0.277	0.7818	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.140694	0.06924561	-2.032	0.0422	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V117

IMPT LENGTH OF SERVICE AND YOUR PAY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	880.18536	41.91359	22.576	0.0001
Error	12915	23977.74436	1.85658		
C Total	12936	24857.92973			

Root MSE	1.36256	R-square	0.0354
Dep Mean	2.73547	Adj R-sq	0.0338
C.V.	49.81106		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.182118	0.11177734	28.468	0.0001	Intercept
V152	1	-0.021718	0.01777118	-1.222	0.2217	HOW LONG WORKED IN DS?
V156W	1	-0.104470	0.02877854	-3.630	0.0003	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.183930	0.02242135	-8.203	0.0001	RECODED: PAY LEVELS
V159A	1	-0.126919	0.03524118	-3.601	0.0003	RECODED-CAREER=1,NO CAREER=0
V160	1	0.019030	0.00860814	2.211	0.0271	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.025375	0.01469333	1.727	0.0842	HOW LONG BEEN\$A FEDERAL GOVT EMPLOYEE?
V165	1	0.046859	0.03484739	1.345	0.1787	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.043702	0.01137510	3.842	0.0001	AGE
V169	1	-0.112489	0.02856506	-3.938	0.0001	SEX
V172	1	-0.022621	0.00792378	-2.855	0.0043	EDUCATION LEVEL
WBS	1	0.364235	0.03429553	10.620	0.0001	1-Hispanic,0-not
BLK	1	0.232987	0.03622161	6.432	0.0001	1-Black,0-not
OTH	1	0.135430	0.05377745	2.518	0.0118	1-Other,0-not
SACTO	1	-0.031399	0.04809134	-0.653	0.5138	SACRAMENTO,1=YES,0=NO
SUPER	1	-0.065727	0.03339598	-1.968	0.0491	1-Supervisor,0=Non-Supervisor
FOLUP1	1	0.006719	0.04252470	0.158	0.8745	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.078396	0.06727367	-1.165	0.2439	SACTO*FOLUP1
FOLUP2	1	0.074497	0.04206223	1.771	0.0766	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.090522	0.06877924	-1.316	0.1882	SACTO*FOLUP2
FOLUP3	1	0.117247	0.04375782	2.679	0.0074	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.072491	0.07291878	-0.994	0.3202	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V118		Analysis of Variance				Parameter Estimates	
WILLING TO SERVE ON UNION/MGT COMMITT		Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Root MSE		0.45111		R-square	0.0829		
Dep Mean		1.67190		Adj R-sq	0.0814		
C.V.		26.98203					
		Model	21	237.67379	11.31780	55.615	0.0001
		Error	12915	2628.23259	0.20350		
		C Total	12936	2865.90638			
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label	
INTERCEP	1	1.398863	0.03700680	37.800	0.0001	Intercept	
V152	1	0.016655	0.00588361	2.831	0.0047	HOW LONG WORKED IN DSP	
V156W	1	-0.009334	0.00952788	-0.980	0.3273	RECODED: WHITE/BLUE COLLAR	
V157C	1	0.025832	0.00742317	3.480	0.0005	RECODED: PAY LEVELS	
V159A	1	-0.018727	0.01186751	-1.605	0.1085	RECODED-CAREER-1, NO CAREER-0	
V160	1	0.008822	0.00284995	3.096	0.0020	HOW LONG WORKED WITH IMMEDIATE SUPER?	
V161	1	0.006096	0.00486461	1.253	0.2102	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	
V165	1	0.229656	0.01353714	19.906	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	
V168	1	0.018924	0.00376602	5.025	0.0001	AGE	
V169	1	0.044417	0.00945721	4.697	0.0001	SEX	
V172	1	-0.047132	0.00262337	-17.966	0.0001	EDUCATION LEVEL	
MHS	1	-0.007638	0.01135443	-0.673	0.5011	1-Hispanic, 0-not	
BLA	1	-0.024613	0.01199211	-2.052	0.0401	1-Black, 0-not	
OTH	1	0.018473	0.01780443	1.038	0.2995	1-Other, 0-not	
SACTO	1	-0.023236	0.01592189	-1.459	0.1445	SACRAMENTO, 1-YES, 0-NO	
SUPER	1	-0.144841	0.01105661	-13.100	0.0001	1-Supervisor, 0-Non-Supervisor	
FOLUP1	1	0.005306	0.01407891	0.377	0.7063	YEAR1 FOLLOWUP - 1-YES, 0-NO	
FOLPSACT	1	0.026154	0.02327270	1.174	0.2403	SACTO*FOLUP1	
FOLUP2	1	0.001235	0.01392580	0.089	0.9293	YEAR 2 FOLLOWUP - 1-YES, 0-NO	
FLP2SACT	1	-0.000504	0.02277116	-0.022	0.9824	SACTO*FOLUP2	
FOLUP3	1	-0.015257	0.01448717	-1.053	0.2923	YEAR 3 FOLLOWUP - 1-YES, 0-NO	
FLP3SACT	1	0.082617	0.02414156	3.422	0.0005	SACTO*FOLUP3	

Table B.5--continued

Dependent Variable: V119

RATE AMT OF WORK EFFORT ON YOUR JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	208.77140	9.94150	21.430	0.0001
Error	12915	5991.23322	0.46390		
C Total	12936	6200.00462			
Root MSE		0.68110	R-square	0.0337	
Dep Mean		4.13296	Adj R-sq	0.0321	
C.V.		16.47970			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.950562	0.05587374	70.705	0.0001	Intercept
V152	1	0.003083	0.00888322	0.347	0.7285	HOW LONG WORKED IN DS?
V156W	1	-0.003471	0.01438542	-0.241	0.8093	RECODED: WHITE/BLUE COLLAR
V157C	1	0.006345	0.01120768	0.566	0.5713	RECODED: PAY LEVELS
V159A	1	-0.009382	0.01761588	-0.533	0.5943	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.008327	0.00430292	-1.935	0.0530	HOW LONG WORKED WITH IMMEDIATE SUPRT
V161	1	-0.032813	0.00734470	-4.468	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.003970	0.01741904	0.228	0.8197	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.056859	0.00568603	10.000	0.0001	AGE
V169	1	0.103508	0.01427872	7.249	0.0001	SEX
V172	1	-0.006520	0.00396083	-1.646	0.0997	EDUCATION LEVEL
WHS	1	0.101706	0.01714318	5.933	0.0001	1-Hispanic,0-not
BLK	1	0.113392	0.01810597	6.263	0.0001	1-Black,0-not
OTH	1	-0.009633	0.02688154	-0.358	0.7201	1-Other,0-not
SACTO	1	-0.064262	0.02403925	-2.673	0.0075	SACRAMENTO,1-YES,0-NO
SUPER	1	0.200247	0.01669353	11.995	0.0001	1=Supervisor,0=Non-Supervisor
FOLUP1	1	0.015046	0.02125667	0.708	0.4791	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.035294	0.03362785	-1.050	0.2939	SACTO*FOLUP1
FOLUP2	1	-0.013565	0.02102550	-0.645	0.5188	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.012104	0.03438043	0.352	0.7248	SACTO*FOLUP2
FOLUP3	1	-0.044075	0.02187306	-2.015	0.0439	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.018718	0.03644965	-0.514	0.6076	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V120

IMPT-CHALLENGING WORK RESPONSIBILITIES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	516.13101	24.57767	31.600	0.0001
Error	12915	10044.89612	0.77777		
C Total	12936	10561.02713			
Root MSE	0.88191	R-square	0.0489		
Dep Mean	3.86426	Adj R-sq	0.0473		
C.V.	22.82226				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.402424	0.07234730	47.029	0.0001	Intercept
V152	1	-0.018895	0.01150231	-1.643	0.1005	HOW LONG WORKED IN DS?
V156W	1	0.108350	0.01862676	5.817	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.068557	0.01451210	4.734	0.0001	RECODED: PAY LEVELS
V159A	1	0.057866	0.02280967	2.537	0.0112	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.002703	0.00557157	-0.485	0.6276	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.057130	0.00951018	-6.007	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.003225	0.02255479	0.143	0.8863	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.030482	0.00736247	4.140	0.0001	AGE
V169	1	0.145161	0.01849859	7.851	0.0001	SEX
V172	1	0.037971	0.00512862	7.404	0.0001	EDUCATION LEVEL
WHS	1	0.182522	0.02219760	8.223	0.0001	1-Hispanic,0-not
BLK	1	0.064440	0.02344425	2.749	0.0060	1-Black,0-not
OTH	1	0.033032	0.03480718	0.949	0.3426	1-Other,0-not
SACTO	1	-0.101360	0.03112687	-3.256	0.0011	SACRAMENTO,1-YES,0-NO
SUPER	1	0.244334	0.02161537	11.304	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.099014	0.02752389	-3.597	0.0003	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.008174	0.04354253	-0.188	0.8511	SACTO*FOLUP1
FOLUP2	1	-0.078342	0.02722456	-2.878	0.0040	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.032114	0.04451700	0.721	0.4707	SACTO*FOLUP2
FOLUP3	1	-0.125961	0.02832202	-4.447	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.011450	0.04719630	0.243	0.8083	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V121

IMPT-CHANCE TO ACCOMPLISH WORTHWHILE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	560.86483	26.70785	36.330	0.0001
Error	12915	9494.43261	0.73515		
C Total	12936	10055.29743			
Root MSE		0.85741	R-square	0.0558	
Dep Mean		4.08665	Adj R-sq	0.0542	
C.V.		20.98070			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.657047	0.07033704	51.993	0.0001	Intercept
V152	1	-0.037290	0.01118270	-3.335	0.0009	HOW LONG WORKED IN DS?
V156W	1	0.122486	0.01810919	6.764	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.095473	0.01410887	6.767	0.0001	RECODED: PAY LEVELS
V159A	1	0.078070	0.02217587	3.520	0.0004	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.008776	0.00541676	-1.620	0.1052	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.059673	0.00924593	-6.454	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.001311	0.02192808	0.060	0.9523	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.007260	0.00715790	1.014	0.3105	AGE
V169	1	0.172820	0.01797486	9.615	0.0001	SEX
V172	1	0.038566	0.00498612	7.735	0.0001	EDUCATION LEVEL
WHS	1	0.084829	0.02158082	3.931	0.0001	1-Hispanic,0-not
BLK	1	0.032713	0.02279282	1.435	0.1512	1-Black,0-not
OTH	1	-0.007022	0.03384002	-0.208	0.8356	1-Other,0-not
SACTO	1	-0.040822	0.03026197	-1.349	0.1774	SACRAMENTO,1-YES,0-NO
SUPER	1	0.222327	0.02101476	10.580	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.089192	0.02675911	-3.333	0.0009	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.027011	0.04233265	-0.638	0.5234	SACTO*FOLUP1
FOLUP2	1	-0.034457	0.02646809	-1.302	0.1930	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.035644	0.04328004	-0.824	0.4102	SACTO*FOLUP2
FOLUP3	1	-0.053172	0.02753506	-1.931	0.0535	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.113780	0.04588489	-2.480	0.0132	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V122

IMPT-CHANCE TO LEARN NEW THINGS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	495.29050	23.58526	30.244	0.0001
Error	12915	10071.55851	0.77983		
C Total	12936	10566.84901			
Root MSE		0.88308	R-square	0.0469	
Dep Mean		4.04967	Adj R-sq	0.0453	
C.V.		21.80630			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.883824	0.07244325	53.612	0.0001	Intercept
V152	1	-0.047061	0.01151756	-4.086	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.064954	0.01865146	3.483	0.0005	RECODED: WHITE/BLUE COLLAR
V157C	1	0.040040	0.01453135	2.755	0.0059	RECODED: PAY LEVELS
V159A	1	0.041775	0.02283992	1.829	0.0674	RECODED-CAREER=1, NO CAREER=0
V160	1	0.003774	0.00557896	0.677	0.4987	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.081862	0.00952279	-8.596	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.004652	0.02258471	-0.206	0.8368	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.001309	0.00737224	-0.178	0.8590	AGE
V169	1	0.182126	0.01851311	9.838	0.0001	SEX
V172	1	0.030997	0.00513543	6.036	0.0001	EDUCATION LEVEL
WHS	1	0.229144	0.02222704	10.309	0.0001	1-Hispanic, 0-not
BLK	1	0.117837	0.02347534	5.020	0.0001	1-Black, 0-not
OTH	1	0.037673	0.03485334	1.081	0.2798	1-Other, 0-not
SACTO	1	-0.086125	0.03116816	-2.763	0.0057	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.178384	0.02164404	8.242	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.027133	0.02756040	-0.985	0.3249	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.004401	0.04360028	0.101	0.9196	SACTO*FOLUP1
FOLUP2	1	0.023258	0.02726067	0.853	0.3936	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.009125	0.04457604	-0.205	0.8378	SACTO*FOLUP2
FOLUP3	1	-0.019723	0.02835958	-0.695	0.4868	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.072480	0.04725890	-1.534	0.1251	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V123

IMPT-FEELING OF ACCOMPLISHMENT ON JOB

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	508.25010	24.20239	33.607	0.0001
Error	12915	9300.86431	0.72016		
C Total	12936	9809.11441			

Root MSE	0.84862	R-square	0.0518
Dep Mean	4.25044	Adj R-sq	0.0503
C.V.	19.96551		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.778936	0.06961635	54.282	0.0001	Intercept
V152	1	-0.028262	0.01106812	-2.553	0.0107	HOW LONG WORKED IN DS?
V156W	1	0.110214	0.01792364	6.149	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.084272	0.01396431	6.035	0.0001	RECODED: PAY LEVELS
V159A	1	0.087749	0.02194865	3.998	0.0001	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.003317	0.00536126	-0.619	0.5361	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.074159	0.00915119	-8.104	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.014168	0.02170340	0.653	0.5139	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.008431	0.00708455	1.190	0.2340	AGE
V169	1	0.189066	0.01779069	10.627	0.0001	SEX
V172	1	0.034290	0.00493503	6.948	0.0001	EDUCATION LEVEL
NHS	1	0.097370	0.02135969	4.559	0.0001	1-Hispanic, 0-not
BLK	1	-0.022126	0.02255928	-0.981	0.3267	1-Black, 0-not
OTH	1	0.010123	0.03349328	0.302	0.7625	1-Other, 0-not
SACTO	1	-0.032781	0.02995190	-1.094	0.2738	SACRAMENTO, 1=YES, 0=NO
SUPER	1	0.194149	0.02079944	9.334	0.0001	1=Supervisor, 0=Non-Supervisor
FOLUP1	1	-0.017592	0.02648493	-0.664	0.5065	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.000241	0.04189890	0.006	0.9954	SACTO*FOLUP1
FOLUP2	1	0.028099	0.02619689	1.073	0.2835	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.045580	0.04283659	-1.064	0.2873	SACTO*FOLUP2
FOLUP3	1	0.039521	0.02725293	1.450	0.1470	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.154600	0.04541475	-3.404	0.0007	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V124

IMPT-RETIREMENT BENEFITS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	312.51028	14.88144	18.221	0.0001
Error	12915	10547.98971	0.81672		
C Total	12936	10860.49999			

Root MSE	0.90373	R-square	0.0288	0
Dep Mean	4.28345	Adj R-sq	0.0272	
C.V.	21.09814			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	4.178650	0.07413691	56.364	0.0001	Intercept
V152	1	0.021694	0.01178683	1.841	0.0657	HOW LONG WORKED IN DS?
V156W	1	-0.117987	0.01908752	-6.181	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.034884	0.01467108	-2.346	0.0190	RECODED: PAY LEVELS
V159A	1	0.046994	0.02337389	2.011	0.0444	RECODED-CAREER=1,NO CAREER=0
V160	1	0.008561	0.00570940	1.500	0.1338	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.053738	0.00974543	5.514	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.027943	0.02311272	-1.209	0.2267	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.001567	0.00754459	-0.208	0.8355	AGE
V169	1	0.090875	0.01894593	4.797	0.0001	SEX
V172	1	-0.031686	0.00525549	-6.029	0.0001	EDUCATION LEVEL
WBS	1	0.105443	0.02274669	4.636	0.0001	1-Hispanic,0-not
BLK	1	0.114712	0.02402417	4.775	0.0001	1-Black,0-not
OTH	1	-0.000554	0.03566818	-0.016	0.9876	1-Other,0-not
SACTO	1	-0.068198	0.03189684	-2.138	0.0325	SACRAMENTO,1=YES,0=NO
SUPER	1	0.001678	0.02215006	0.076	0.9396	1-Supervisor,0=Non-Supervisor
FOLUP1	1	-0.010393	0.02820473	-0.368	0.7125	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.100887	0.04461961	-2.261	0.0238	SACTO*FOLUP1
FOLUP2	1	0.014849	0.02789800	0.532	0.5945	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.003170	0.04561819	-0.069	0.9446	SACTO*FOLUP2
FOLUP3	1	0.000869	0.02902260	0.030	0.9761	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.045500	0.04836376	-0.941	0.3468	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V125

IMPT-CHANCES FOR PROMOTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	888.65577	42.31694	47.205	0.0001
Error	12915	11577.77836	0.89646		
C Total	12936	12466.43413			

Root MSE	0.94682	R-square	0.0713
Dep Mean	4.24585	Adj R-sq	0.0698
C.V.	22.29977		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	4.775517	0.07767159	61.483	0.0001	Intercept
V152	1	-0.028796	0.01234880	-2.332	0.0197	HOW LONG WORKED IN DS?
V156W	1	0.073262	0.01999757	3.664	0.0002	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.138759	0.01558010	-8.906	0.0001	RECODED: PAY LEVELS
V159A	1	0.101413	0.02448831	4.141	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.001940	0.00598161	-0.324	0.7457	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.068928	0.01021007	-6.751	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.031554	0.02421468	-1.303	0.1926	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.080356	0.00790430	-10.166	0.0001	AGE
V169	1	0.112596	0.01984923	5.673	0.0001	SEX
V172	1	0.032741	0.00550606	5.946	0.0001	EDUCATION LEVEL
NBS	1	0.225007	0.02383120	9.442	0.0001	1-Hispanic,0-not
BLK	1	0.181502	0.02516960	7.211	0.0001	1-Black,0-not
OTH	1	0.104956	0.03736876	2.809	0.0050	1-Other,0-not
SACTO	1	-0.147415	0.03341761	-4.411	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	-0.008577	0.02320612	-0.370	0.7117	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.055376	0.02954947	-1.874	0.0610	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.027006	0.04674698	0.578	0.5635	SACTO*FOLUP1
FOLUP2	1	-0.013505	0.02922811	-0.462	0.6441	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.036011	0.04779317	-0.753	0.4512	SACTO*FOLUP2
FOLUP3	1	-0.041058	0.03040634	-1.350	0.1769	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.044363	0.05066964	-0.876	0.3813	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V126

IMPT-AMT OF JOB SECURITY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	242.53679	11.54937	14.390	0.0001
Error	12915	10365.66896	0.80261		
C Total	12936	10608.20576			

Root MSE	0.89588	R-square	0.0229
Dep Mean	4.23495	Adj R-sq	0.0213
C.V.	21.15452		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	4.466872	0.07349339	60.779	0.0001	Intercept
V152	1	-0.000933	0.01168452	-0.080	0.9364	HOW LONG WORKED IN DS?
V156W	1	-0.097794	0.01892183	-5.168	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.046385	0.01474200	-3.146	0.0017	RECODED: PAY LEVELS
V159A	1	0.041704	0.02317101	1.800	0.0719	RECODED-CAREER=1,NO CAREER=0
V160	1	0.002763	0.00565984	0.488	0.6254	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.020144	0.00966083	-2.085	0.0371	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.027106	0.02291210	1.183	0.2368	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.021049	0.00747910	-2.814	0.0049	AGE
V169	1	0.102662	0.01878148	5.466	0.0001	SEX
V172	1	-0.030382	0.00520987	-5.832	0.0001	EDUCATION LEVEL
WHS	1	0.095964	0.02254925	4.256	0.0001	1-Hispanic,0-not
BLK	1	0.053313	0.02381564	2.239	0.0252	1-Black,0-not
OTH	1	-0.022109	0.03535857	-0.625	0.5318	1-Other,0-not
SACTO	1	-0.121874	0.03161997	-3.854	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.028908	0.02195779	1.317	0.1880	1-Supervisor,0-Non-Supervisor
FOLUP1	1	-0.047399	0.02795991	-1.695	0.0901	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.009353	0.04423231	0.211	0.8325	SACTO*FOLUP1
FOLUP2	1	0.034632	0.02765584	1.252	0.2105	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.015958	0.04522222	0.353	0.7242	SACTO*FOLUP2
FOLUP3	1	0.046521	0.02877068	1.617	0.1059	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.065235	0.04794396	1.361	0.1736	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V127

IMPT-OBTAINNG PERMANENT POSITION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1033.49658	49.21412	40.275	0.0001
Error	12915	15781.38119	1.22194		
C Total	12936	16814.87777			

Root MSE	1.10541	R-square	0.0615
Dep Mean	4.10769	Adj R-sq	0.0599
C.V.	26.91089		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	5.104096	0.09068221	56.286	0.0001	Intercept
V152	1	-0.002450	0.01441733	-0.170	0.8651	HOW LONG WORKED IN DS?
V156W	1	-0.114567	0.02334732	-4.907	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.150162	0.01818989	-8.255	0.0001	RECODED: PAY LEVELS
V159A	1	-0.098340	0.02859030	-3.440	0.0006	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.003309	0.00698357	-0.474	0.6357	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.069655	0.01192033	-5.843	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.002206	0.02827084	-0.078	0.9378	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.011283	0.00922834	-1.223	0.2215	AGE
V169	1	0.103241	0.02317414	4.455	0.0001	SEX
V172	1	-0.049444	0.00642837	-7.692	0.0001	EDUCATION LEVEL
WHS	1	0.201450	0.02782312	7.240	0.0001	1-Hispanic, 0-not
BLK	1	0.190994	0.02938571	6.500	0.0001	1-Black, 0-not
OTH	1	0.075886	0.04362833	1.739	0.0820	1-Other, 0-not
SACTO	1	-0.257582	0.03901533	-6.602	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.024690	0.02709334	0.911	0.3622	1-Supervisor, 0-Non-Supervisor
FOLUP1	1	-0.108379	0.03449925	-3.142	0.0017	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.014579	0.05457747	0.267	0.7894	SACTO*FOLUP1
FOLUP2	1	-0.039698	0.03412406	-1.163	0.2447	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.000144	0.05579891	-0.003	0.9979	SACTO*FOLUP2
FOLUP3	1	-0.026583	0.03549965	-0.749	0.4540	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.060666	0.05915722	1.026	0.3051	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V32

SATISFIED WITH JOB CLASSIF PROCEDURES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	851.91796	42.59590	35.718	0.0001
Error	10031	11962.52868	1.19256		
C Total	10051	12814.44664			
Root MSE	1.09204	R-square	0.0665		
Dep Mean	2.41439	Adj R-sq	0.0646		
C.V.	45.23048				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.445707	0.09712336	25.181	0.0001	Intercept
V152	1	-0.112672	0.01550876	-7.265	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.032418	0.02593212	-1.250	0.2113	RECODED: WHITE/BLUE COLLAR
V157C	1	0.176703	0.02130134	8.295	0.0001	RECODED: PAY LEVELS
V159A	1	-0.100097	0.03131833	-3.196	0.0014	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.000378	0.00781251	-0.048	0.9614	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.002027	0.01336354	0.152	0.8794	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.173282	0.02898515	5.978	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.059766	0.01006128	5.940	0.0001	AGE
V169	1	-0.001525	0.02598089	-0.059	0.9532	SEX
V172	1	-0.054349	0.00728188	-7.464	0.0001	EDUCATION LEVEL
WHS	1	0.127092	0.03156501	4.026	0.0001	1-Hispanic,0-not
BLK	1	-0.117255	0.03251683	-3.606	0.0003	1-Black,0-not
OTH	1	-0.156116	0.04653975	-3.354	0.0008	1-Other,0-not
SACTO	1	-0.287930	0.04284371	-6.720	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.093027	0.04061484	2.290	0.0220	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.228504	0.06045271	-3.780	0.0002	SACTO*FOLUP1
FOLUP2	1	0.031152	0.04037251	0.772	0.4404	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.053022	0.06150130	-0.862	0.3886	SACTO*FOLUP2
FOLUP3	1	-0.012410	0.04104014	-0.302	0.7624	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.182620	0.06393288	2.856	0.0043	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V59

EMPLOYEES GET - PAY FOR - WORK

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	464.60273	23.23014	22.640	0.0001
Error	10031	10292.34678	1.02605		
C Total	10051	10756.94950			

Root MSE	1.01294	R-square	0.0432
Dep Mean	2.05932	Adj R-sq	0.0413
C.V.	49.18815		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.007308	0.09008851	22.282	0.0001	Intercept
V152	1	-0.057904	0.01438543	-4.025	0.0001	HOW LONG WORKED IN DS?
V156W	1	-0.045762	0.02405380	-1.902	0.0571	RECODED: WHITE/BLUE COLLAR
V157C	1	0.096338	0.01975844	4.876	0.0001	RECODED: PAY LEVELS
V159A	1	-0.076859	0.02904988	-2.646	0.0082	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.004301	0.00724664	-0.593	0.5529	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.060685	0.01239559	4.896	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.045114	0.02688569	1.678	0.0934	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.073749	0.00933252	7.902	0.0001	AGE
V169	1	-0.053099	0.02409904	-2.203	0.0276	SEX
V172	1	-0.038765	0.00675443	-5.739	0.0001	EDUCATION LEVEL
WHS	1	0.091102	0.02927869	3.112	0.0019	1-Hispanic,0-not
BLK	1	0.046906	0.03016157	1.555	0.1199	1-Black,0-not
OTH	1	0.022439	0.04316878	0.520	0.6032	1-Other,0-not
SACTO	1	-0.206977	0.03974045	-5.208	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.027976	0.03767302	0.743	0.4577	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.080820	0.05607400	-1.441	0.1495	SACTO*FOLUP1
FOLUP2	1	0.009216	0.03744825	0.246	0.8056	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.099315	0.05704663	-1.741	0.0817	SACTO*FOLUP2
FOLUP3	1	-0.026445	0.03806751	-0.695	0.4873	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.022537	0.05930208	-0.380	0.7039	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V173

ADEQUATELY INFORMED ON PACER SHARE DEMO

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	17	614.85005	36.16765	26.061	0.0001
Error	4775	6626.81238	1.38781		
C Total	4792	7241.66242			

Root MSE	1.17806	R-square	0.0849
Dep Mean	2.86501	Adj R-sq	0.0816
C.V.	41.11869		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.677697	0.14744952	11.378	0.0001	Intercept
V152	1	-0.032884	0.02556598	-1.286	0.1984	HOW LONG WORKED IN DS?
V156W	1	0.162314	0.04156139	3.905	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.171275	0.03271177	5.236	0.0001	RECODED: PAY LEVELS
V159A	1	0.018330	0.05286889	0.347	0.7288	RECODED-CAREER-1,NO CAREER-0
V160	1	0.020926	0.01209416	1.730	0.0836	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.012476	0.02040031	-0.612	0.5408	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.037849	0.04180418	0.905	0.3653	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.135131	0.01614312	8.371	0.0001	AGE
V169	1	0.006283	0.04056274	0.155	0.8769	SEX
V172	1	0.018293	0.01151529	1.589	0.1122	EDUCATION LEVEL
WHS	1	-0.049429	0.06000895	-0.824	0.4102	1-Hispanic,0-not
BLK	1	0.076007	0.04878208	1.558	0.1193	1-Black,0-not
OTH	1	-0.173127	0.05928482	-2.920	0.0035	1-Other,0-not
SUPER	1	0.298061	0.05964617	4.997	0.0001	1-Supervisor,0-Non-Supervisor
FOLPSACT	1	0.028433	0.04553459	0.624	0.5324	SACTO*FOLUP1
FLP2SACT	1	0.373103	0.04813929	7.750	0.0001	SACTO*FOLUP2
FLP3SACT	1	0.520819	0.05227736	9.963	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V174

UNDERSTAND HOW THIS DEMO WILL EFFECT ME

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	17	597.31548	35.13620	27.399	0.0001
Error	4773	6120.90785	1.28240		
C Total	4790	6718.22334			

Root MSE 1.13243 R-square 0.0889
 Dep Mean 2.98727 Adj R-sq 0.0657
 C.V. 37.90863

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.930888	0.14176877	13.620	0.0001	Intercept
V152	1	-0.011484	0.02458100	-0.467	0.6404	BOW LONG WORKED IN DS?
V156W	1	0.140503	0.03996016	3.516	0.0004	RECODED: WHITE/BLUE COLLAR
V157C	1	0.144635	0.03145149	4.598	0.0001	RECODED: PAY LEVELS
V159A	1	-0.016467	0.05083202	-0.324	0.7460	RECODED-CAREER-1, NO CAREER-0
V160	1	0.011845	0.01162821	1.019	0.3084	BOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.003579	0.01961435	-0.182	0.8552	BOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.002305	0.04019360	-0.057	0.9543	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.107672	0.01552118	6.937	0.0001	AGE
V169	1	-0.080214	0.03899999	-2.057	0.0398	SEX
V172	1	0.026575	0.01107164	2.400	0.0164	EDUCATION LEVEL
WHS	1	0.054364	0.05769700	0.942	0.3461	1-Hispanic, 0-not
BLK	1	0.083817	0.04690266	1.787	0.0740	1-Black, 0-not
OTE	1	-0.089039	0.05700076	-1.562	0.1183	1-Other, 0-not
SUPER	1	0.272107	0.05734819	4.745	0.0001	1-Supervisor, 0-Non-Supervisor
FOLPSACT	1	0.177920	0.04378029	4.064	0.0001	SACTO*FOLUPI
FLP2SACT	1	0.530851	0.04628464	11.469	0.0001	SACTO*FOLUP2
FLP3SACT	1	0.620397	0.05026328	12.343	0.0001	SACTO*FOLUP3

Table B.5--continued

Dependent Variable: V175

IN FAVOR OF THE PACER SHARE DEMO

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	17	631.20405	37.12965	25.970	0.0001
Error	4772	6822.55878	1.42971		
C Total	4789	7453.76284			

Root MSE	1.19570	R-square	0.0847
Dep Mean	2.68601	Adj R-sq	0.0814
C.V.	44.51592		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.580195	0.14970528	17.235	0.0001	Intercept
V152	1	-0.112566	0.02595710	-4.337	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.033616	0.04219721	0.797	0.4257	RECODED: WHITE/BLUE COLLAR
V157C	1	0.193205	0.03321221	5.817	0.0001	RECODED: PAY LEVELS
V159A	1	-0.031994	0.05367770	-0.596	0.5512	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.036796	0.01227919	-2.997	0.0027	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.011443	0.02071240	-0.552	0.5806	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.056407	0.04244372	-1.329	0.1839	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.104328	0.01639009	6.365	0.0001	AGE
V169	1	-0.075295	0.04118329	-1.828	0.0676	SEX
V172	1	0.027961	0.01169146	2.392	0.0168	EDUCATION LEVEL
WHS	1	-0.117641	0.06092700	-1.931	0.0536	1-Hispanic,0-not
BLK	1	0.098818	0.04952837	1.995	0.0461	1-Black,0-not
OTH	1	-0.251358	0.06019179	-4.176	0.0001	1-Other,0-not
SUPER	1	0.604299	0.06055867	9.979	0.0001	1-Supervisor,0-Non-Supervisor
FOLPSACT	1	-0.344090	0.04623120	-7.443	0.0001	SACTO*FOLUP1
FLP2SACT	1	-0.013893	0.04887575	-0.284	0.7762	SACTO*FOLUP2
FLP3SACT	1	0.152784	0.05307713	2.879	0.0040	SACTO*FOLUP3

Table B.6
REGRESSION RESULTS FOR SCALES
ALL EMPLOYEES

Dependent Variable: PM02

CONTROL OVER WORK

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	811.18233	38.62773	64.927	0.0001
Error	12532	7455.84798	0.59494		
C Total	12553	8267.03031			
Root MSE		0.77133	R-square	0.0981	
Dep Mean		3.23752	Adj R-sq	0.0966	
C.V.		23.82459			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.878493	0.06423347	44.813	0.0001	Intercept
V152	1	-0.045209	0.01021231	-4.427	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.161525	0.01653775	9.767	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.091862	0.01288456	7.130	0.0001	RECODED: PAY LEVELS
V159A	1	-0.007930	0.02025154	-0.392	0.6954	RECODED-CAREER=1,NO CAREER=0
V160	1	0.016804	0.00494672	3.397	0.0007	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.007456	0.00844360	0.883	0.3772	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.154135	0.02002525	7.697	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.011718	0.00653676	1.793	0.0730	AGE
V169	1	0.003919	0.01641507	0.239	0.8113	SEX
V172	1	-0.021761	0.00455344	-4.779	0.0001	EDUCATION LEVEL
WHS	1	0.046599	0.01970812	2.364	0.0181	1-Hispanic,0-not
BLK	1	-0.122089	0.02081495	-5.865	0.0001	1-Black,0-not
OTH	1	-0.170389	0.03090351	-5.514	0.0001	1-Other,0-not
SUPER	1	0.273511	0.01919119	14.252	0.0001	1-Supervisor,0-Non-Supervisor
SACTO	1	-0.265235	0.02763596	-9.597	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	-0.038838	0.02443706	-1.589	0.1120	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.014176	0.03865919	0.367	0.7139	SACTO*FOLUP1
FOLUP2	1	-0.044972	0.02417130	-1.861	0.0628	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.159766	0.03952437	4.042	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.030712	0.02514567	-1.221	0.2220	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.186619	0.04190318	4.454	0.0001	SACTO*FOLUP3

Table 3.6--Continued

Dependent Variable: PM03B EXPECTANCY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	828.06478	39.43166	51.382	0.0001
Error	12683	9733.21542	0.76742		
C Total	12704	10561.28020			

Root MSE	0.87603	R-square	0.0784
Dep Mean	3.44940	Adj R-sq	0.0769
C.V.	25.39646		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.660741	0.07251765	50.481	0.0001	Intercept
V152	1	-0.065139	0.01152939	-5.650	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.167383	0.01867062	8.965	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.108450	0.01454628	7.455	0.0001	RECODED: PAY LEVELS
V159A	1	-0.050258	0.02286338	-2.198	0.0280	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.008655	0.00558469	-1.550	0.1212	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.058849	0.00953257	-6.174	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.097258	0.02260790	4.302	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.003101	0.00737981	-0.420	0.6744	AGE
V169	1	0.006333	0.01853212	0.342	0.7326	SEX
V172	1	-0.027171	0.00514070	-5.285	0.0001	EDUCATION LEVEL
WBS	1	0.144895	0.0224987	6.512	0.0001	1-Hispanic, 0-not
BLK	1	-0.181687	0.02349945	-7.732	0.0001	1-Black, 0-not
OTH	1	-0.226377	0.03488913	-6.488	0.0001	1-Other, 0-not
SUPER	1	0.315844	0.02166627	14.578	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.155103	0.03120017	-4.971	0.0001	SACRAMENTO, 1=YES, 0=NO
FOLUP1	1	-0.082100	0.02759870	-2.976	0.0029	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.035503	0.04364506	0.813	0.4160	SACTO*FOLUP1
FOLUP2	1	-0.071463	0.02728867	-2.619	0.0088	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.130839	0.04462182	2.932	0.0034	SACTO*FOLUP2
FOLUP3	1	-0.095486	0.02838871	-3.364	0.0008	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.105267	0.04730743	2.225	0.0261	SACTO*FOLUP3

Table 3.6--Continued

Dependent Variable: PM04

EXTERNAL EQUITY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1135.39395	54.06638	59.398	0.0001
Error	12881	11724.83841	0.91024		
C Total	12902	12860.23236			
Root MSE	0.95407	R-square	0.883		
Dep Mean	2.80010	Adj R-sq	0.868		
C.V.	34.07253				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.692918	0.07836947	34.362	0.0001	Intercept
V152	1	0.010925	0.01245976	0.877	0.3806	HOW LONG WORKED IN DS?
V156W	1	-0.305164	0.02017725	-15.124	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.056828	0.01572009	3.615	0.0003	RECODED: PAY LEVELS
V159A	1	-0.076365	0.02470834	-3.091	0.0020	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.041191	0.00603535	-6.825	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.025429	0.01030180	-2.468	0.0136	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.160943	0.02443225	6.587	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.081170	0.00797532	10.178	0.0001	AGE
V169	1	0.126104	0.02002757	6.296	0.0001	SEX
V172	1	-0.028980	0.00555553	-5.216	0.0001	EDUCATION LEVEL
WRS	1	0.141229	0.02404533	5.873	0.0001	1-Bispanic, 0-not
BLK	1	0.015938	0.02539574	0.628	0.5303	1-Black, 0-not
OTH	1	-0.091484	0.03770452	-2.426	0.0153	1-Other, 0-not
SUPER	1	-0.005726	0.02341463	-0.245	0.8068	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.322009	0.03371787	-9.550	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.035497	0.02981498	1.191	0.2338	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.172444	0.04716700	-3.656	0.0003	SACTO*FOLUP1
FOLUP2	1	-0.022340	0.02949073	-0.758	0.4487	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.157464	0.04822259	-3.265	0.0011	SACTO*FOLUP2
FOLUP3	1	-0.051978	0.03067954	-1.694	0.0902	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.038114	0.05112491	-0.746	0.4560	SACTO*FOLUP3

Table 6.0--Continued

Dependent Variable: PM05B

EXTRINSIC REWARD IMPORTANCE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	244.65129	11.65006	21.146	0.0001
Error	12915	7115.24792	0.55093		
C Total	12936	7359.89921			
Root MSE	0.74225	R-square	0.0332		
Dep Mean	4.25528	Adj R-sq	0.0317		
C.V.	17.44296				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	4.472175	0.06088981	73.447	0.0001	Intercept
V152	1	-0.002993	0.00968071	-0.309	0.7572	HOW LONG WORKED IN DS?
V156W	1	-0.047895	0.01567688	-3.055	0.0023	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.072840	0.01221385	-5.964	0.0001	RECODED: PAY LEVELS
V159A	1	0.063813	0.01919735	3.324	0.0009	RECODED-CAREER=1, NO CAREER=0
V160	1	0.003081	0.00468922	0.657	0.5111	HOW LONG WORKED WITH IMMEDIATE SUPER?
V161	1	-0.011846	0.00800407	-1.480	0.1389	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.010712	0.01898284	-0.564	0.5726	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.034007	0.00619649	-5.488	0.0001	AGE
V169	1	0.102757	0.01556059	6.604	0.0001	SEX
V172	1	-0.010043	0.00431642	-2.327	0.0200	EDUCATION LEVEL
WHS	1	0.142420	0.01868222	7.623	0.0001	1-Hispanic, 0-not
BLK	1	0.118063	0.01973143	5.984	0.0001	1-Black, 0-not
OTH	1	0.031333	0.02929484	1.070	0.2848	1-Other, 0-not
SUPER	1	0.007788	0.01819219	0.428	0.6686	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.112328	0.02619738	-4.288	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	-0.036145	0.02316499	-1.560	0.1187	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.022978	0.03664679	-0.627	0.5307	SACTO*FOLUP1
FOLUP2	1	0.013060	0.02291306	0.570	0.5687	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.008233	0.03746694	-0.220	0.8261	SACTO*FOLUP2
FOLUP3	1	0.004889	0.02383672	0.205	0.8375	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.009289	0.033972192	-0.234	0.8151	SACTO*FOLUP3

Table 3.6--continued

Dependent Variable: PM06

GENERAL SUPERVISION/DIRECTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	800.42464	38.11546	48.903	0.0001
Error	12496	9739.54938	0.77941		
C Total	12517	10539.97402			

Root MSE	0.88284	R-square	0.0759
Dep Mean	3.21345	Adj R-sq	0.0744
C.V.	27.47338		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.330455	0.07362590	45.235	0.0001	Intercept
V152	1	-0.058226	0.01170559	-4.974	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.089150	0.01895595	4.703	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.022095	0.01476858	1.496	0.1347	RECODED: PAY LEVELS
V159A	1	-0.058641	0.02321278	-2.526	0.0115	RECODED-CAREER=1,NO CAREER=0
V160	1	0.019554	0.00567004	3.449	0.0006	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.016469	0.00967825	-1.702	0.0888	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.131121	0.02295341	5.712	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.027652	0.00749259	3.691	0.0002	AGE
V169	1	-0.022839	0.01881534	-1.214	0.2248	SEX
V172	1	-0.044952	0.00521926	-8.613	0.0001	EDUCATION LEVEL
WHS	1	0.054582	0.02258990	2.416	0.0157	1-Hispanic,0-not
BLK	1	-0.008098	0.02385858	-0.339	0.7343	1-Black,0-not
OTH	1	-0.128404	0.03542233	-3.625	0.0003	1-Other,0-not
SUPER	1	0.383082	0.02199738	17.415	0.0001	1-Supervisor,0-Non-Supervisor
SACTO	1	-0.298159	0.03167698	-9.412	0.0001	SACRAMENTO,1=YES,0=NO
FOLUP1	1	-0.006434	0.02801033	-0.230	0.8183	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.045019	0.04431206	1.016	0.3097	SACTO*FOLUP1
FOLUP2	1	-0.010859	0.02770570	-0.392	0.6951	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.184018	0.04530375	4.062	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.061411	0.02862256	-2.131	0.0331	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.211152	0.04803040	4.396	0.0001	SACTO*FOLUP3

Table #.6--continued

Dependent Variable: PM07

GROUP FUNCTIONING

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1033.92752	49.23464	62.997	0.0001
Error	12806	10008.47236	0.78155		
C Total	12827	11042.39987			
Root MSE		0.88405	R-square	0.0936	
Dep Mean		3.19643	Adj R-sq	0.0921	
C.V.		27.65747			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.981271	0.07283018	40.935	0.0001	Intercept
V152	1	-0.052624	0.01157908	-4.545	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.131729	0.01875108	7.025	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.105141	0.01460897	7.197	0.0001	RECODED: PAY LEVELS
V159A	1	-0.051119	0.02296191	-2.226	0.0260	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.001871	0.00560876	-0.334	0.7387	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.008653	0.00957365	-0.904	0.3661	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.072966	0.02270534	3.214	0.0013	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.062860	0.00741161	8.481	0.0001	AGE
V169	1	-0.058504	0.01861199	-3.143	0.0017	SEX
V172	1	-0.018656	0.00516286	-3.614	0.0003	EDUCATION LEVEL
WHS	1	0.095525	0.02234576	4.275	0.0001	1-Hispanic,0-not
BLK	1	-0.058261	0.02360073	-2.469	0.0136	1-Black,0-not
OTH	1	-0.174536	0.03503950	-4.981	0.0001	1-Other,0-not
SUPER	1	0.437365	0.02175964	20.100	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.204684	0.03133463	-6.532	0.0001	SACRAMENTO,1=YES,0=NO
FOLUP1	1	0.030400	0.02770760	1.097	0.2726	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.000217	0.04383316	0.005	0.9961	SACTO*FOLUP1
FOLUP2	1	0.001363	0.02740627	0.050	0.9603	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.153605	0.04481413	3.428	0.0006	SACTO*FOLUP2
FOLUP3	1	-0.059481	0.02851106	-2.086	0.0370	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.261204	0.04751131	5.498	0.0001	SACTO*FOLUP3

Table 3.6--Continued

Dependent Variable: PM08 INTENT TO TURNOVER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1683.52412	80.16782	74.478	0.0001
Error	12889	13873.61497	1.07639		
C Total	12910	15557.13909			
Root MSE	1.03749	R-square	0.1082		
Dep Mean	2.77347	Adj R-sq	0.1068		
C.V.	37.40778				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.423660	0.08519594	40.186	0.0001	Intercept
V152	1	0.005620	0.01354508	0.415	0.6782	HOW LONG WORKED IN DS?
V156W	1	0.144738	0.02193481	6.599	0.0001	RECODED: WHITE/BIQE COLLAR
V157C	1	-0.193259	0.01708941	-11.309	0.0001	RECODED: PAY LEVELS
V159A	1	0.064371	0.02686059	2.396	0.0166	RECODED-CAREER=1, NO CAREER=0
V160	1	0.007170	0.00656107	1.093	0.2745	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.016763	0.01119915	-1.497	0.1345	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.147812	0.02656045	-5.565	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.149715	0.00867002	-17.268	0.0001	AGE
V169	1	-0.034432	0.02177210	-1.581	0.1138	SEX
V172	1	0.064052	0.00603945	10.606	0.0001	EDUCATION LEVEL
WHS	1	-0.096493	0.02613983	-3.691	0.0002	1-Hispanic, 0-not
BLK	1	0.034550	0.02760787	1.251	0.2108	1-Black, 0-not
OTH	1	0.230362	0.04098881	5.620	0.0001	1-Other, 0-not
SUPER	1	-0.210251	0.02545419	-8.260	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	0.258465	0.03665490	7.051	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLJPI	1	-0.005664	0.03241205	-0.175	0.8613	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.099379	0.05127554	1.938	0.0526	SACTO*FOLJPI
FOLJPI2	1	0.022874	0.03205955	0.713	0.4756	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.028984	0.05242307	-0.553	0.5803	SACTO*FOLJPI2
FOLJPI3	1	0.081577	0.03335192	2.446	0.0145	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.131748	0.05557821	-2.370	0.0178	SACTO*FOLJPI3

Table B.6--continued

Dependent Variable: PM10

INTRINSIC REWARD IMPORTANCE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	480.47895	22.87995	40.002	0.0001
Error	12915	7386.92625	0.57196		
C Total	12936	7867.40520			
Root MSE		0.75628	R-square	0.0611	
Dep Mean		4.06337	Adj R-sq	0.0595	
C.V.		18.61224			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.684605	0.06204139	59.389	0.0001	Intercept
V152	1	-0.033258	0.00986380	-3.372	0.0007	HOW LONG WORKED IN DS?
V156W	1	0.101301	0.01597337	6.342	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.072228	0.01244485	5.804	0.0001	RECODED: PAY LEVELS
V159A	1	0.066735	0.01956042	3.412	0.0006	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.002688	0.00477790	-0.563	0.5737	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.068571	0.00815545	-8.408	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.002245	0.01934185	0.116	0.9076	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.011242	0.00631368	1.781	0.0750	AGE
V169	1	0.173193	0.01585488	10.924	0.0001	SEX
V172	1	0.035309	0.00439805	8.028	0.0001	EDUCATION LEVEL
WHS	1	0.147814	0.01903554	7.765	0.0001	1-Hispanic, 0-not
BLK	1	0.048849	0.02010460	2.430	0.0151	1-Black, 0-not
OTH	1	0.018669	0.02984887	0.625	0.5317	1-Other, 0-not
SUPER	1	0.211506	0.01853625	11.410	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.065456	0.02669283	-2.452	0.0142	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	-0.058736	0.02360310	-2.488	0.0128	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.005997	0.03733987	-0.161	0.8724	SACTO*FOLUP1
FOLUP2	1	-0.015937	0.02334641	-0.683	0.4948	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.013955	0.03817553	-0.366	0.7147	SACTO*FOLUP2
FOLUP3	1	-0.040307	0.02428753	-1.660	0.0970	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.079804	0.04047316	-1.972	0.0487	SACTO*FOLUP3

Table B.5--Continued

Dependent Variable: PM1

INTRINSIC WORK SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1843.92574	87.80599	102.687	0.0001
Error	12791	10937.37198	0.85508		
C Total	12812	12781.29772			

Root MSE 0.92471 R-square 0.1443
 Dep Mean 3.33111 Adj R-sq 0.1429
 C.V. 27.75974

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.857436	0.07622415	37.487	0.0001	Intercept
V152	1	-0.013994	0.01211868	-1.155	0.2482	HOW LONG WORKED IN DS?
V156W	1	0.113393	0.01962490	5.778	0.0001	RECODED: WHITE/BLAKE COLLAR
V157C	1	0.254768	0.01528976	16.663	0.0001	RECODED: PAY LEVELS
V159A	1	-0.060089	0.02403196	-2.500	0.0124	RECODED-CAREER-1, NO CAREER-0
V160	1	0.001638	0.00587014	0.279	0.7802	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.020473	0.01001980	-2.043	0.0410	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.096974	0.02376343	4.081	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.092092	0.00775700	11.872	0.0001	AGE
V169	1	-0.080796	0.01947933	-4.148	0.0001	SEX
V172	1	-0.051966	0.00540345	-9.617	0.0001	EDUCATION LEVEL
WHS	1	0.181929	0.02338710	7.779	0.0001	1-Bliepanic, 0-not
BLK	1	-0.054687	0.02470055	-2.214	0.0268	1-Black, 0-not
OTR	1	-0.174071	0.03667238	-4.747	0.0001	1-Other, 0-not
SUPER	1	0.378610	0.02277367	16.625	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.330826	0.03279486	-10.088	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.027717	0.02899881	0.956	0.3392	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.001234	0.04587583	-0.027	0.9785	SACTO*FOLUP1
FOLUP2	1	-0.046078	0.02868343	-1.606	0.1082	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.184554	0.04690252	3.935	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.098205	0.02983970	-3.291	0.0010	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.233209	0.04972539	4.690	0.0001	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: PM12

JOB SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1248.62338	59.45826	62.603	0.0001
Error	12915	12266.20125	0.94976		
C Total	12936	13514.82464			
Root MSE		0.97456	R-square	0.0924	
Dep Mean		3.54362	Adj R-sq	0.0909	
C.V.		27.50181			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.306175	0.07994746	41.354	0.0001	Intercept
V152	1	-0.028066	0.01271063	-2.208	0.0273	HOW LONG WORKED IN DS?
V156W	1	-0.074541	0.02058352	-3.621	0.0003	RECODED: WHITE/BLUE COLLAR
V157C	1	0.195876	0.01603662	12.214	0.0001	RECODED: PAY LEVELS
V159A	1	-0.078863	0.02520585	-3.129	0.0018	RECODED-CAREER-1, NO CAREER=0
V160	1	0.005015	0.00615687	0.815	0.4154	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.039276	0.01050923	-3.737	0.0002	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.125731	0.02492420	5.045	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.107874	0.00813591	13.259	0.0001	AGE
V169	1	-0.045338	0.02043083	-2.219	0.0265	SEX
V172	1	-0.053513	0.00566739	-9.442	0.0001	EDUCATION LEVEL
WBS	1	0.211601	0.02452948	8.626	0.0001	1-Hispanic, 0-not
BLK	1	-0.073080	0.02590709	-2.821	0.0048	1-Black, 0-not
OTH	1	-0.146656	0.03846370	-3.813	0.0001	1-Other, 0-not
SUPER	1	0.244209	0.02388609	10.224	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.260449	0.03439678	-7.572	0.0001	SACRAMENTO, 1=YES, 0=NO
FOLUP1	1	-0.025410	0.03041531	-0.835	0.4035	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.029929	0.04811672	-0.622	0.5339	SACTO*FOLUP1
FOLUP2	1	-0.019070	0.03008453	-0.634	0.5262	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.070604	0.04919356	1.435	0.1512	SACTO*FOLUP2
FOLUP3	1	-0.114738	0.03129728	-3.666	0.0002	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.204095	0.05215432	3.913	0.0001	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: PM14

OPEN GROUP PROCESS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	923.76928	43.98897	69.139	0.0001
Error	12686	8071.30183	0.63624		
C Total	12707	8995.07011			
Root MSE		0.79764	R-square	0.1027	
Dep Mean		2.80243	Adj R-sq	0.1012	
C.V.		28.46263			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.545151	0.06602140	38.550	0.0001	Intercept
V152	1	-0.059381	0.01049657	-5.657	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.124902	0.01699807	7.348	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.100316	0.01324320	7.575	0.0001	RECODED: PAY LEVELS
V159A	1	-0.063413	0.02081524	-3.046	0.0023	RECODED-CAREER=1, NO CAREER=0
V160	1	0.000679	0.00508441	0.133	0.8938	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.001284	0.00867863	-0.148	0.8824	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.115272	0.02058265	5.600	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.033612	0.00671871	5.003	0.0001	AGE
V169	1	-0.015937	0.01687198	-0.945	0.3449	SEX
V172	1	-0.026122	0.00468019	-5.581	0.0001	EDUCATION LEVEL
WHS	1	0.042114	0.02025669	2.079	0.0376	1-Hispanic,0-not
BLK	1	-0.006751	0.02139433	-0.316	0.7523	1-Black,0-not
OTH	1	-0.090133	0.03176371	-2.838	0.0046	1-Other,0-not
SUPER	1	0.482232	0.01972537	24.447	0.0001	1-Supervisor,0-Non-Supervisor
SACTO	1	-0.167340	0.02840520	-5.891	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	-0.014953	0.02511726	-0.595	0.5516	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.092999	0.03973526	2.340	0.0193	SACTO*FOLUP1
FOLUP2	1	-0.002893	0.02484410	-0.116	0.9073	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.243215	0.04062453	5.987	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.062950	0.02584560	-2.436	0.0149	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.380588	0.04306955	8.837	0.0001	SACTO*FOLUP3

Table 0.6--continued

Dependent Variable: PM15

ORGANIZATIONAL CLIMATE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	894.59194	42.59962	86.846	0.0001
Error	12367	6066.23187	0.49052		
C Total	12388	6960.82381			
Root MSE		0.70037	R-square	0.1285	
Dep Mean		2.55443	Adj R-sq	0.1270	
C.V.		27.41784			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.703176	0.05871155	46.042	0.0001	Intercept
V152	1	-0.098934	0.00933439	-10.599	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.077966	0.01511606	5.158	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.060234	0.01177692	5.115	0.0001	RECODED: PAY LEVELS
V159A	1	-0.102456	0.01851059	-5.535	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	0.002393	0.00452147	0.529	0.5966	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.013549	0.00771774	1.756	0.0792	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.096756	0.01830375	5.286	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.052424	0.00597482	8.774	0.0001	AGE
V169	1	-0.047633	0.01500393	-3.175	0.0015	SEX
V172	1	-0.036613	0.00416200	-8.797	0.0001	EDUCATION LEVEL
WHS	1	0.145574	0.01801388	8.081	0.0001	1-Hispanic, 0-not
BLK	1	0.023800	0.01902556	1.251	0.2110	1-Black, 0-not
OTH	1	-0.051412	0.02824685	-1.820	0.0688	1-Other, 0-not
SUPER	1	0.303073	0.01754139	17.278	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.321886	0.02526019	-12.743	0.0001	SACRAMENTO, 1=YES, 0=NO
FOLUP1	1	0.007538	0.02233629	0.337	0.7358	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.014841	0.03533579	-0.420	0.6745	SACTO*FOLUP1
FOLUP2	1	0.000592	0.02209338	0.027	0.9786	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.054821	0.03612660	1.517	0.1292	SACTO*FOLUP2
FOLUP3	1	-0.059035	0.02298399	-2.569	0.0102	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.201437	0.03830092	5.259	0.0001	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: PM17 PAY AS A MOTIVATOR

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	599.45533	28.54549	36.995	0.0001
Error	12813	9886.53598	0.77160		
C Total	12834	10485.99131			

Root MSE 0.87841 R-square 0.0572
 Dep Mean 2.27012 Adj R-sq 0.0556
 C.V. 38.69436

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.296228	0.07234566	31.740	0.0001	Intercept
V152	1	-0.043323	0.01150204	-3.767	0.0002	HOW LONG WORKED IN DS?
V156W	1	0.036777	0.01862633	1.974	0.0484	RECODED: WHITE/BLUE COLLAR
V157C	1	0.080952	0.01451177	5.571	0.0001	RECODED: PAY LEVELS
V159A	1	-0.137200	0.02280915	-6.015	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.011550	0.00557145	-2.073	0.0382	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.012032	0.00950996	-1.265	0.2058	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.055517	0.02255428	2.461	0.0138	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.051446	0.00736230	6.988	0.0001	AGE
V169	1	-0.036085	0.01848817	-1.952	0.0510	SEX
V172	1	-0.035457	0.00512851	-6.914	0.0001	EDUCATION LEVEL
MHS	1	0.250516	0.02219710	11.286	0.0001	1-Hispanic, 0-not
BLK	1	0.104917	0.02344372	4.475	0.0001	1-Black, 0-not
OTH	1	-0.042729	0.03480638	-1.228	0.2196	1-Other, 0-not
SUPER	1	0.202544	0.02161488	9.371	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	0.089475	0.03112616	2.875	0.0041	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.006985	0.02752327	0.250	0.8025	YEARI FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.310338	0.04354154	-7.127	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.079930	0.02722394	-2.936	0.0033	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.232907	0.04515599	-5.232	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.149473	0.02832138	-5.278	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.159451	0.04719523	-3.379	0.0007	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: PM18D

PAY-PERFORMANCE LINK/PERFORMANCE REWARDS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1153.83798	54.94467	112.624	0.0001
Error	12347	6023.57597	0.48786		
C Total	12368	7177.41394			
Root MSE		0.69847	R-square	0.1608	
Dep Mean		2.36129	Adj R-sq	0.1593	
C.V.		29.57989			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.525000	0.05859945	43.089	0.0001	Intercept
V152	1	-0.072788	0.00931657	-7.813	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.130089	0.01508719	8.622	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.096001	0.01175443	8.167	0.0001	RECODED: PAY LEVELS
V159A	1	-0.127141	0.01847524	-6.882	0.0001	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.006648	0.00451283	-1.473	0.1407	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.009231	0.00770300	1.198	0.2308	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.080667	0.01826880	4.416	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.028153	0.00596341	4.721	0.0001	AGE
V169	1	-0.061908	0.01497528	-4.134	0.0001	SEX
V172	1	-0.037573	0.00415405	-9.045	0.0001	EDUCATION LEVEL
HRS	1	0.222860	0.01797949	12.395	0.0001	1-Hispanic,0-not
BLK	1	0.018497	0.01898924	0.974	0.3300	1-Black,0-not
OTH	1	-0.013251	0.02819292	-0.470	0.6384	1-Other,0-not
SUPER	1	0.354705	0.01750790	20.260	0.0001	1-Supervisor,0-Non-Supervisor
SACTO	1	-0.189005	0.02521197	-7.497	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.013854	0.02229365	0.621	0.5343	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.182154	0.03526833	-5.165	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.062412	0.02205119	-2.830	0.0047	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.141067	0.03605763	-3.912	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.174784	0.02294011	-7.619	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.021093	0.03822779	-0.552	0.5811	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: PM19

PAY SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1752.48166	83.45151	73.216	0.0001
Error	12790	14578.07182	1.13980		
C Total	12811	16330.55348			

Root MSE	1.06762	R-square	0.1073
Dep Mean	2.75084	Adj R-sq	0.1058
C.V.	38.81053		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.870433	0.08800758	21.253	0.0001	Intercept
V152	1	0.007060	0.01399209	0.505	0.6139	HOW LONG WORKED IN DS?
V156W	1	-0.290434	0.02265870	-12.818	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.383910	0.01765339	21.747	0.0001	RECODED: PAY LEVELS
V159A	1	-0.077522	0.02774704	-2.794	0.0052	RECODED-CAREER-1,NO CAREER=0
V160	1	-0.029579	0.00677760	-4.364	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.005149	0.01156875	-0.445	0.6563	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.170412	0.02743700	6.211	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.053756	0.00895615	6.002	0.0001	AGE
V169	1	0.164362	0.02249062	7.308	0.0001	SEX
V172	1	-0.051390	0.00623877	-8.237	0.0001	EDUCATION LEVEL
WHS	1	0.032374	0.02700249	1.199	0.2306	1-Hispanic,0-not
BLK	1	-0.271089	0.02851899	-9.506	0.0001	1-Black,0-not
OTH	1	-0.087353	0.04234153	-2.063	0.0391	1-Other,0-not
SUPER	1	0.130839	0.02629423	4.976	0.0001	1-Supervisor,0-Non-Supervisor
SACTO	1	-0.219264	0.03786459	-5.791	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.078092	0.03348171	2.332	0.0197	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.163711	0.05296773	-3.091	0.0020	SACTO*FOLUP1
FOLUP2	1	0.086897	0.03311758	2.624	0.0087	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.130333	0.05415314	-2.407	0.0161	SACTO*FOLUP2
FOLUP3	1	-0.026160	0.03445260	-0.759	0.4477	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.076719	0.05741240	1.336	0.1815	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: PM21B

RECONSIDERATION/REDRESS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1862.40909	88.68615	143.333	0.0001
Error	12915	7991.04188	0.61874		
C Total	12936	9853.45097			
Root MSE		0.78660	R-square	0.1890	
Dep Mean		2.98580	Adj R-sq	0.1877	
C.V.		26.34472			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.603215	0.06452846	40.342	0.0001	Intercept
V152	1	-0.093034	0.01025921	-9.068	0.0001	HOW LONG WORRED IN DS?
V156W	1	0.117265	0.01661370	7.058	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.076743	0.01294373	5.929	0.0001	RECODED: PAY LEVELS
V159A	1	-0.060378	0.02034454	-2.968	0.0030	RECODED-CAREER-1, NO CAREER-0
V160	1	0.005776	0.00496943	1.162	0.2451	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.008810	0.00848238	1.039	0.2990	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.213248	0.02011721	10.600	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.046233	0.00656678	7.040	0.0001	AGE
V169	1	0.005184	0.01649046	0.314	0.7533	SEX
V172	1	-0.026663	0.00457436	-5.829	0.0001	EDUCATION LEVEL
WHS	1	-0.022274	0.01979863	-1.125	0.2606	1-Hispanic, 0-not
BLK	1	-0.134114	0.02091054	-6.414	0.0001	1-Black, 0-not
OTH	1	-0.149494	0.03104544	-4.815	0.0001	1-Other, 0-not
SUPER	1	0.701697	0.01927932	36.396	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.186563	0.02776288	-6.720	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.008832	0.02454929	0.360	0.7190	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.042257	0.03883673	1.088	0.2766	SACTO*FOLUP1
FOLUP2	1	0.011611	0.02428230	0.478	0.6325	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.072071	0.03970589	1.815	0.0695	SACTO*FOLUP2
FOLUP3	1	-0.016633	0.02526116	-0.658	0.5103	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.151787	0.04209562	3.606	0.0003	SACTO*FOLUP3

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Table B.6--continued

Dependent Variable: PM23

SATISFACTION WITH PROMOTIONS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	2256.31861	107.44374	104.048	0.0001
Error	12915	13336.48231	1.03264		
C Total	12936	15592.80092			
Root MSE		1.01619	R-square	0.1447	
Dep Mean		2.27305	Adj R-sq	0.1433	
C.V.		44.70591			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.593834	0.08336241	31.115	0.0001	Intercept
V152	1	-0.111422	0.01325357	-8.407	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.175924	0.02146274	8.197	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.133538	0.01672162	7.986	0.0001	RECODED: PAY LEVELS
V159A	1	-0.140750	0.02628251	-5.355	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.000259	0.00641986	-0.040	0.9678	HOW LONG WORKED WITH IMMEDIATE SUPRV?
V161	1	-0.008208	0.01095813	-0.749	0.4538	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.107325	0.02598883	4.130	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.009451	0.00848343	-1.114	0.2653	AGE
V169	1	-0.027212	0.02130354	-1.277	0.2015	SEX
V172	1	-0.053515	0.00590947	-9.056	0.0001	EDUCATION LEVEL
WHS	1	0.256542	0.02557726	10.030	0.0001	1-Hispanic, 0-not
BLK	1	-0.082291	0.02701371	-3.046	0.0023	1-Black, 0-not
OTH	1	-0.044055	0.04010668	-1.098	0.2720	1-Other, 0-not
SUPER	1	0.599173	0.02490638	24.057	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.192820	0.03586604	-5.376	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.021880	0.03171449	0.690	0.4903	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.226058	0.05017202	-4.506	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.054322	0.03136959	-1.732	0.0834	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.201521	0.05129486	-3.929	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.243815	0.03263414	-7.471	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.036107	0.05438209	0.664	0.5067	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: PM31B TRAINING OPPORTUNITIES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1352.35190	64.39771	75.376	0.0001
Error	12859	10986.13535	0.85435		
C Total	12880	12338.48724			
Root MSE		0.92431	R-square	0.1096	
Dep Mean		2.94297	Adj R-sq	0.1082	
C.V.		31.40753			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.947115	0.07599023	38.783	0.0001	Intercept
V152	1	-0.065865	0.01208149	-5.452	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.051919	0.01956468	2.654	0.0080	RECODED: WHITE/BLUE COLLAR
V157C	1	0.135935	0.01524284	8.918	0.0001	RECODED: PAY LEVELS
V159A	1	-0.128922	0.02395821	-5.381	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	0.003907	0.00585212	0.668	0.5044	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.003689	0.00998905	0.369	0.7119	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.140417	0.02369050	5.927	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.048248	0.00773320	6.239	0.0001	AGE
V169	1	-0.101330	0.01941955	-5.218	0.0001	SEX
V172	1	-0.049943	0.00538687	-9.271	0.0001	EDUCATION LEVEL
WHS	1	0.142180	0.02331533	6.098	0.0001	1-Hispanic,0-not
BLK	1	0.033209	0.02462475	1.349	0.1775	1-Black,0-not
OTH	1	-0.085415	0.03655983	-2.336	0.0195	1-Other,0-not
SUPER	1	0.395181	0.02270378	17.406	0.0001	1-Supervisor,0-Non-Supervisor
SACTO	1	-0.402666	0.03269421	-12.316	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.014380	0.02890981	0.497	0.6189	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.086796	0.04573504	1.898	0.0577	SACTO*FOLUP1
FOLUP2	1	-0.053411	0.02859541	-1.868	0.0618	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.227429	0.04675858	4.864	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.036644	0.02974813	-1.232	0.2180	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.294335	0.04957279	5.937	0.0001	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: PAYDETRM PAY DETERMINANTS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	1567.63067	74.64908	52.034	0.0001
Error	12915	18528.02177	1.43461		
C Total	12936	20095.65243			

Root MSE	1.19775	R-square	0.0780
Dep Mean	2.96646	Adj R-sq	0.0765
C.V.	40.37645		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.886965	0.09825714	29.382	0.0001	Intercept
V152	1	-0.039715	0.01562164	-2.542	0.0110	HOW LONG WORKED IN DS?
V156W	1	0.088655	0.02529759	3.504	0.0005	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.001035	0.01970935	-0.052	0.9581	RECODED: PAY LEVELS
V159A	1	-0.149241	0.03097853	-4.818	0.0001	RECODED-CAREER-1, NO CAREER-0
V160	1	0.006193	0.00756693	0.818	0.4131	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.018493	0.01291607	1.432	0.1522	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.068622	0.03063237	2.240	0.0251	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.084515	0.00999920	8.452	0.0001	AGE
V169	1	-0.048286	0.02510993	-1.923	0.0545	SEX
V172	1	-0.054338	0.00696535	-7.801	0.0001	EDUCATION LEVEL
WHS	1	0.512353	0.03014726	16.995	0.0001	1-Hispanic, 0-not
BLK	1	0.350415	0.03184037	11.005	0.0001	1-Black, 0-not
OTH	1	0.213183	0.04727272	4.510	0.0001	1-Other, 0-not
SUPER	1	0.436835	0.02935652	14.880	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.076270	0.04227438	-1.804	0.0712	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.067230	0.03738107	1.799	0.0721	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.129520	0.05913648	-2.190	0.0285	SACTO*FOLUP1
FOLUP2	1	0.029617	0.03697453	0.801	0.4231	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.169693	0.06045994	-2.807	0.0050	SACTO*FOLUP2
FOLUP3	1	-0.031569	0.03846503	-0.821	0.4118	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.082841	0.06409878	-1.292	0.1962	SACTO*FOLUP3

Table 8.6--continued

Dependent Variable: UNIONSAT UNION SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	609.05226	29.00249	47.119	0.0001
Error	12727	7833.72185	0.61552		
C Total	12748	8442.77410			

Root MSE 0.78455 R-square 0.0721
 Dep Mean 2.48649 Adj R-sq 0.0706
 C.V. 31.55250

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.597654	0.06483311	40.070	0.0001	Intercept
V152	1	-0.094685	0.01030764	-9.186	0.0001	HOW LONG WORKED IN DS7
V156W	1	0.158965	0.01669213	9.523	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.050450	0.01300484	3.879	0.0001	RECODED: PAY LEVELS
V159A	1	-0.045759	0.02044059	-2.239	0.0252	RECODED-CAREER-1, NO CAREER-0
V160	1	0.003882	0.00499290	0.777	0.4369	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.021314	0.00852242	-2.501	0.0124	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.022076	0.02021219	-1.092	0.2748	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.068897	0.00659778	10.443	0.0001	AGE
V169	1	0.102640	0.01656631	6.195	0.0001	SEX
V172	1	-0.025862	0.00459595	-5.627	0.0001	EDUCATION LEVEL
NBS	1	0.096599	0.01989210	4.856	0.0001	1-Hispanic, 0-not
BLK	1	0.050575	0.02100926	2.407	0.0161	1-Black, 0-not
OTH	1	-0.152941	0.03119200	-4.903	0.0001	1-Other, 0-not
SUPER	1	0.109267	0.01937034	5.641	0.0001	1-Supervisor, 0-Non-Supervisor
SACTO	1	-0.158547	0.02789395	-5.684	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.041882	0.02466519	1.698	0.0895	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLP9ACT	1	-0.120322	0.03902008	-3.084	0.0020	SACTO*FOLUP1
FOLUP2	1	0.005012	0.02439694	0.205	0.8372	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP29ACT	1	-0.102460	0.03989334	-2.568	0.0102	SACTO*FOLUP2
FOLUP3	1	0.004306	0.02538042	0.170	0.8653	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP39ACT	1	-0.120210	0.04229436	-2.842	0.0045	SACTO*FOLUP3

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Table 8.6--continued

Dependent Variable: ORGINVOL ORGANIZATIONAL INVOLVEMENT

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	451.31621	21.49125	74.877	0.0001
Error	12190	3498.79423	0.28702		
C Total	12211	3950.11044			

Root MSE	0.53574	R-square	0.1143
Dep Mean	3.78599	Adj R-sq	0.1127
C.V.	14.15070		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.535625	0.04523541	78.161	0.0001	Intercept
V152	1	-0.025179	0.00719186	-3.501	0.0005	HOW LONG WORKED IN DS?
V156W	1	0.0666023	0.01164645	5.738	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.114192	0.00907375	12.585	0.0001	RECODED: PAY LEVELS
V159A	1	0.020307	0.01426183	1.424	0.1545	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.014359	0.00348365	-4.122	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.017421	0.00594627	-2.930	0.0034	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.011822	0.01410247	0.838	0.4019	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.035959	0.00460341	7.811	0.0001	AGE
V169	1	-0.047372	0.01156006	-4.098	0.0001	SEX
V172	1	0.013974	0.00320669	4.358	0.0001	EDUCATION LEVEL
WHS	1	0.041478	0.01387913	2.988	0.0028	1-Hispanic,0-not
BLK	1	-0.057052	0.01465860	-3.892	0.0001	1-Black,0-not
OTH	1	-0.105330	0.02176331	-4.840	0.0001	1-Other,0-not
SUPER	1	0.257761	0.01351509	19.072	0.0001	1-Supervisor,0-Non-Supervisor
SACTO	1	-0.108723	0.01946219	-5.586	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	-0.014045	0.01720941	-0.816	0.4144	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.029932	0.02722512	-1.099	0.2716	SACTO*FOLUP1
FOLUP2	1	0.000440	0.01702226	0.026	0.9794	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.079663	0.02783442	2.862	0.0042	SACTO*FOLUP2
FOLUP3	1	0.012801	0.01770845	0.723	0.4698	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.010699	0.02950966	0.363	0.7169	SACTO*FOLUP3

Table B.6--continued

Dependent Variable: SUPVNUNT SATISFACTION WITH SUPERVISION/UNIT

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	21	946.18019	45.05620	57.667	0.0001
Error	12663	9893.76250	0.78131		
C Total	12684	10839.94277			
Root MSE		0.88392	R-square	0.0873	
Dep Mean		3.05921	Adj R-sq	0.0858	
C.V.		28.89370			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.116983	0.07322867	42.565	0.0001	Intercept
V152	1	-0.072901	0.01164243	-6.262	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.194353	0.01885368	10.308	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.083571	0.01468890	5.689	0.0001	RECODED: PAY LEVELS
V159A	1	-0.061032	0.02308755	-2.643	0.0082	RECODED-CAREER-1,NO CAREER-0
V160	1	0.000555	0.00563945	0.098	0.9216	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.003825	0.00962604	-0.397	0.6911	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.122474	0.02282957	5.365	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.004325	0.00745216	0.580	0.5617	AGE
V169	1	-0.036240	0.01871382	-1.937	0.0528	SEX
V172	1	-0.045103	0.00519110	-8.688	0.0001	EDUCATION LEVEL
WHS	1	0.077347	0.02246803	3.443	0.0006	1-Hispanic,0-not
BLK	1	-0.005971	0.02372986	-0.252	0.8013	1-Black,0-not
OTH	1	-0.131453	0.03523121	-3.731	0.0002	1-Other,0-not
SUPER	1	0.410278	0.02187870	18.752	0.0001	1-Supervisor,0-Non-Supervisor
SACTO	1	-0.249411	0.03150607	-7.916	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.016966	0.02785920	0.609	0.5426	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.028877	0.04407298	0.655	0.5123	SACTO*FOLUP1
FOLUP2	1	0.008916	0.02755622	0.324	0.7463	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.206153	0.04505933	4.575	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.053441	0.02866705	-1.864	0.0623	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.235255	0.04777127	4.925	0.0001	SACTO*FOLUP3

Table B.7
REGRESSION RESULTS FOR SUPERVISOR
VARIABLES AND SCALES

Dependent Variable: V12B

TAKES TOO LONG TO GET DECISIONS MADE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	225.66914	11.28346	9.646	0.0001
Error	2850	3333.81605	1.16976		
C Total	2870	3559.48519			

Root MSE	1.08155	R-square	0.0634
Dep Mean	3.36304	Adj R-sq	0.0568
C.V.	32.15998		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.389794	0.29851423	11.356	0.0001	Intercept
V152	1	-0.034976	0.03937674	-0.888	0.3745	HOW LONG WORKED IN DS?
V156W	1	0.026112	0.05249991	0.497	0.6190	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.189403	0.03586716	-5.281	0.0001	RECODED: PAY LEVELS
V159A	1	0.194166	0.06678772	2.907	0.0037	RECODED-CAREER-1,NO CAREER-0
V160	1	0.003363	0.01477968	0.228	0.8200	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.034519	0.02514295	-1.373	0.1699	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.029106	0.11613414	0.251	0.8021	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.016514	0.02156482	-0.766	0.4439	AGE
V169	1	0.172250	0.04911228	3.507	0.0005	SEX
V172	1	0.038098	0.01299647	2.931	0.0034	EDUCATION LEVEL
WHS	1	-0.130553	0.05601587	-2.331	0.0198	1-Hispanic,0-not
BLK	1	-0.137625	0.06453049	-2.133	0.0330	1-Black,0-not
OTH	1	0.303439	0.11469298	2.646	0.0082	1-Other,0-not
SACTO	1	0.516363	0.09647832	5.352	0.0001	SACRAMENTO,1=YES,0=NO
FOLUP1	1	0.076128	0.06243502	1.219	0.2228	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.045871	0.13296026	-0.345	0.7301	SACTO*FOLUP1
FOLUP2	1	0.089855	0.06108713	1.471	0.1414	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.017842	0.14240822	0.125	0.9003	SACTO*FOLUP2
FOLUP3	1	0.106048	0.06739552	1.574	0.1157	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.111393	0.17360085	-0.642	0.5211	SACTO*FOLUP3

Table B.7--continued

Model: MODEL1
 Dependent Variable: V129

MY PAY BASED PARTLY ON WORKERS I SUPER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	174.01348	8.70067	7.156	0.0001
Error	2850	3465.28965	1.21589		
C Total	2870	3639.30313			
Root MSE		1.10267	R-square	0.0478	
Dep Mean		2.65021	Adj R-sq	0.0411	0
C.V.		41.60712			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.268700	0.30434347	7.454	0.0001	Intercept
V152	1	-0.043197	0.04014567	-1.076	0.2820	HOW LONG WORKED IN DS?
V156W	1	0.107088	0.05352511	2.001	0.0455	RECODED: WHITE/BLUE COLLAR
V157C	1	0.181907	0.03656756	4.975	0.0001	RECODED: PAY LEVELS
V159A	1	-0.073176	0.06809192	-1.075	0.2826	RECODED-CAREER-1,NO CAREER-0
V160	1	0.001666	0.01506829	0.111	0.9120	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.042563	0.02563393	1.660	0.0969	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.021733	0.11840195	-0.184	0.8544	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.024778	0.02198593	1.127	0.2598	AGE
V169	1	-0.107216	0.05007132	-2.141	0.0323	SEX
V172	1	0.021587	0.01325026	1.629	0.1034	EDUCATION LEVEL
WHS	1	-0.065247	0.05710972	-1.142	0.2533	1-Hispanic,0-not
BLK	1	-0.031043	0.06579062	-0.472	0.6371	1-Black,0-not
OTH	1	0.008576	0.11693265	0.073	0.9415	1-Other,0-not
SACTO	1	-0.181488	0.09836231	-1.845	0.0651	SACRAMENTO,1=YES,0-NO
FOLUP1	1	-0.047566	0.06365422	-0.747	0.4550	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	-0.210246	0.13555664	-1.551	0.1210	SACTO*FOLUP1
FOLUP2	1	-0.136239	0.06228001	-2.188	0.0288	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	-0.274540	0.14518910	-1.891	0.0587	SACTO*FOLUP2
FOLUP3	1	-0.263462	0.06871159	-3.834	0.0001	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	-0.127091	0.17699084	-0.718	0.4728	SACTO*FOLUP3

Table 8.7--continued

Dependent Variable: V130

FEWER EMPLOYEES IN WORK I SUPERVISE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	125.30260	6.26513	5.506	0.0001
Error	2850	3242.74619	1.13781		
C Total	2870	3368.04879			

Root MSE	1.06668	R-square	0.0372
Dep Mean	2.21419	Adj R-sq	0.0304
C.V.	48.17477		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.304229	0.29440874	7.827	0.0001	Intercept
V152	1	-0.015887	0.03883519	-0.409	0.6825	HOW LONG WORKED IN DS?
V156W	1	0.163350	0.05177788	3.155	0.0016	RECODED: WHITE/BLUE COLLAR
V157C	1	0.011761	0.03537388	0.332	0.7396	RECODED: PAY LEVELS
V159A	1	-0.090343	0.06586918	-1.372	0.1703	RECODED-CAREER-1,NO CAREER-0
V160	1	0.003945	0.01457641	0.271	0.7867	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.053693	0.02479716	-2.165	0.0304	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.079637	0.11453693	0.695	0.4869	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.010157	0.02126824	0.478	0.6330	AGE
V169	1	-0.173455	0.04843683	-3.581	0.0003	SEX
V172	1	0.014965	0.01281773	1.168	0.2431	EDUCATION LEVEL
WHS	1	-0.077447	0.05524548	-1.402	0.1611	1-Hispanic,0-not
BLK	1	-0.089614	0.06364300	-1.408	0.1592	1-Black,0-not
OTH	1	0.258357	0.11311560	2.284	0.0224	1-Other,0-not
SACTO	1	0.338448	0.09515145	3.557	0.0004	SACRAMENTO, 1=YES, 0=NO
FOLUP1	1	-0.056673	0.06157635	-0.920	0.3575	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.090241	0.13113164	0.688	0.4914	SACTO*FOLUP1
FOLUP2	1	0.145439	0.06024699	2.414	0.0158	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.068693	0.14044967	-0.489	0.6248	SACTO*FOLUP2
FOLUP3	1	0.191644	0.06646862	2.883	0.0040	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.363624	0.17121330	-2.124	0.0338	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V131

STAFFING FLEXIBLTY TO MEET WORK LOAD

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	102.61856	5.13093	4.121	0.0001
Error	2850	3548.01543	1.24492		
C Total	2870	3650.63399			

Root MSE	1.11576	R-square	0.0281
Dep Mean	2.68412	Adj R-sq	0.0213
C.V.	41.56889		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.360167	0.30795479	7.664	0.0001	Intercept
V152	1	-0.100532	0.04062203	-2.475	0.0134	HOW LONG WORKED IN DS?
V156W	1	-0.093658	0.05416023	-1.729	0.0839	RECODED: WHITE/BLUE COLLAR
V157C	1	0.130328	0.03700147	3.522	0.0004	RECODED: PAY LEVELS
V159A	1	-0.118084	0.06889989	-1.714	0.0867	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.004570	0.01524709	-0.300	0.7644	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.009343	0.02593810	-0.360	0.7187	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.242956	0.11980690	2.028	0.0427	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.072456	0.02224682	3.257	0.0011	AGE
V169	1	-0.042352	0.05066546	-0.836	0.4033	SEX
V172	1	-0.032704	0.01340749	-2.439	0.0148	EDUCATION LEVEL
WHS	1	0.139774	0.05778738	2.419	0.0156	1-Hispanic,0-not
BLK	1	0.286836	0.06657128	4.309	0.0001	1-Black,0-not
OTH	1	0.040541	0.11832016	0.410	0.6817	1-Other,0-not
SACTO	1	-0.155725	0.09952947	-1.565	0.1178	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.123528	0.06440954	1.918	0.0552	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.125659	0.13716515	0.916	0.3597	SACTO*FOLUP1
FOLUP2	1	0.033758	0.06301902	0.536	0.5922	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.262223	0.14691191	1.785	0.0744	SACTO*FOLUP2
FOLUP3	1	0.043629	0.06952692	0.628	0.5304	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.100952	0.17909101	0.564	0.5730	SACTO*FOLUP3

Table H.7--continued

Dependent Variable: V132

AUTHORITY TO HIRE PEOPLE WHEN NEEDED

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	235.56629	11.77831	8.870	0.0001
Error	2850	3784.43530	1.32787		
C Total	2870	4020.00158			
Root MSE	1.15233	R-square	0.0586		
Dep Mean	2.40255	Adj R-sq	0.0520		
C.V.	47.96287				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.423450	0.31804953	7.620	0.0001	Intercept
V152	1	-0.085578	0.04195362	-2.040	0.0415	HOW LONG WORKED IN DS?
V156W	1	0.215393	0.05593560	3.851	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.156906	0.03821437	4.106	0.0001	RECODED: PAY LEVELS
V159A	1	-0.165751	0.07115843	-2.329	0.0199	RECODED-CAREER-1, NO CAREER-0
V160	1	0.001553	0.01574689	0.099	0.9214	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.067089	0.02678835	2.504	0.0123	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.116009	0.12373416	-0.938	0.3485	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.015633	0.02297606	0.680	0.4963	AGE
V169	1	0.052770	0.05232627	1.008	0.3133	SEX
V172	1	-0.029966	0.01384699	-2.164	0.0305	EDUCATION LEVEL
WHS	1	0.111778	0.05968165	1.873	0.0612	1-Hispanic, 0-not
BLK	1	-0.119906	0.06875349	-1.744	0.0813	1-Black, 0-not
OTH	1	-0.135126	0.12219869	-1.105	0.2689	1-Other, 0-not
SACTO	1	-0.242704	0.10275204	-2.361	0.0183	SACRAMENTO, 1=YES, 0=NO
FOLUP1	1	0.139575	0.06652088	2.098	0.0360	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.302156	0.14166141	-2.133	0.0330	SACTO*FOLUP1
FOLJP2	1	-0.166166	0.06508478	-2.553	0.0107	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.011089	0.15172767	0.073	0.9417	SACTO*FOLJP2
FOLJP3	1	-0.337507	0.07180600	-4.700	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.104841	0.18496160	0.567	0.5709	SACTO*FOLJP3

Table 8.7--continued

Dependent Variable: V133

MGT SUPPORTS SUPERV PERSONNEL DECISI

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	222.37407	11.11870	9.275	0.0001
Error	2850	3416.52216	1.19878		
C Total	2870	3638.89623			
Root MSE	1.09489	R-square	0.0611		
Dep Mean	3.22820	Adj R-sq	0.0545		
C.V.	33.91639				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.114627	0.30219435	10.307	0.0001	Intercept
V152	1	-0.076642	0.03986218	-1.923	0.0546	HOW LONG WORKED IN DS?
V156W	1	0.009036	0.05314714	0.170	0.8650	RECODED: WHITE/BLUE COLLAR
V157C	1	0.233595	0.03630934	6.433	0.0001	RECODED: PAY LEVELS
V159A	1	-0.080238	0.06761109	-1.187	0.2354	RECODED-CAREER-1,NO CAREER-0
V160	1	0.003050	0.01496188	0.204	0.8385	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.046943	0.02545292	1.844	0.0652	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.027695	0.11756585	0.236	0.8138	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.018665	0.02183068	0.855	0.3926	AGE
V169	1	-0.141147	0.04971774	-2.839	0.0046	SEX
V172	1	-0.015782	0.01315670	-1.200	0.2304	EDUCATION LEVEL
WHS	1	-0.073601	0.05670644	-1.298	0.1944	1-Hispanic,0-not
BLK	1	-0.074143	0.06532603	-1.135	0.2565	1-Black,0-not
OTH	1	-0.207687	0.11610693	-1.789	0.0738	1-Other,0-not
SACTO	1	-0.482963	0.09766772	-4.945	0.0001	SACRAMENTO,1=YES,0=NO
FOLUP1	1	-0.071412	0.06320473	-1.130	0.2586	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.040418	0.13459941	0.300	0.7640	SACTO*FOLUP1
FOLUP2	1	-0.182463	0.06184022	-2.951	0.0032	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.001892	0.14416385	-0.013	0.9895	SACTO*FOLUP2
FOLUP3	1	-0.241797	0.06822638	-3.544	0.0004	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.032625	0.17574102	-0.186	0.8527	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V134

IN DS JOBS ARE CLASSIFIED FAIRLY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	194.99418	9.74971	8.044	0.0001
Error	2850	3454.28377	1.21203		
C Total	2870	3649.27795			
Root MSE		1.10092	R-square	0.0534	
Dep Mean		2.86019	Adj R-sq	0.0468	
C.V.		38.49118			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.036971	0.30385978	9.995	0.0001	Intercept #
V152	1	-0.013912	0.04008187	-0.347	0.7285	HOW LONG WORKED IN DS?
V156W	1	-0.119732	0.05344004	-2.240	0.0251	RECODED: WHITE/BLUE COLLAR
V157C	1	0.158380	0.03650944	4.338	0.0001	RECODED: PAY LEVELS
V159A	1	-0.160511	0.06798370	-2.361	0.0183	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.006615	0.01504434	-0.440	0.6602	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.020710	0.02559319	0.809	0.4185	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.003880	0.11821377	0.033	0.9738	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.057330	0.02195099	2.612	0.0091	AGE
V169	1	-0.185194	0.04999174	-3.704	0.0002	SEX
V172	1	-0.059119	0.01322920	-4.469	0.0001	EDUCATION LEVEL
WBS	1	0.298572	0.05701896	5.236	0.0001	1-Hispanic,0-not
BLK	1	-0.061280	0.06568606	-0.933	0.3509	1-Black,0-not
OTH	1	-0.134398	0.11674681	-1.151	0.2497	1-Other,0-not
SACTO	1	-0.442760	0.09820598	-4.508	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.005235	0.06355306	0.082	0.9344	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.232742	0.13534120	1.720	0.0856	SACTO*FOLUP1
FOLUP2	1	-0.000104	0.06218103	-0.002	0.9987	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.390970	0.14495836	2.697	0.0070	SACTO*FOLUP2
FOLUP3	1	-0.099617	0.06860239	-1.452	0.1466	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.560130	0.17670955	3.170	0.0015	SACTO*FOLUP3

Table 8.7--continued

Dependent Variable: V135

NEED PERSONNEL APPRAISAL TO MANAGE EMP

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	396.45811	19.82291	13.507	0.0001
Error	2850	4182.58148	1.46757		
C Total	2870	4579.03959			
Root MSE		1.21143	R-square	0.0866	
Dep Mean		2.80090	Adj R-sq	0.0802	
C.V.		43.25164			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.426847	0.33436162	10.249	0.0001	Intercept
V152	1	-0.008606	0.04410534	-0.195	0.8453	HOW LONG WORKED IN DS?
V156W	1	0.384013	0.05880442	6.530	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.020840	0.04017431	-0.519	0.6040	RECODED: PAY LEVELS
V159A	1	-0.264237	0.07480799	-3.532	0.0004	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.003385	0.01655451	-0.204	0.8380	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.021222	0.02816227	-0.754	0.4512	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.057540	0.13008023	-0.442	0.6583	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.041305	0.02415446	1.710	0.0874	AGE
V169	1	-0.074186	0.05500998	-1.349	0.1776	SEX
V172	1	-0.019637	0.01455717	-1.349	0.1775	EDUCATION LEVEL
WHS	1	0.565554	0.06274260	9.014	0.0001	1-Hispanic, 0-not
BLK	1	0.143188	0.07227971	1.981	0.0477	1-Black, 0-not
OTH	1	0.058058	0.12846600	0.452	0.6514	1-Other, 0-not
SACTO	1	-0.224513	0.10806402	-2.078	0.0378	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	-0.281982	0.06993260	-4.032	0.0001	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.282391	0.14892693	1.896	0.0580	SACTO*FOLUP1
FOLUP2	1	-0.458715	0.06842284	-6.704	0.0001	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.119434	0.15950947	0.749	0.4541	SACTO*FOLUP2
FOLUP3	1	-0.725878	0.07548878	-9.616	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.428551	0.19444789	2.204	0.0276	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V136

CRITERIA TO GRADE SUPERVISORS IS FAIR

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	149.43011	7.47151	6.435	0.0001
Error	2850	3309.16475	1.16111		
C Total	2870	3458.59486			
Root MSE		1.07755	R-square	0.0432	
Dep Mean		2.82988	Adj R-sq	0.0365	
C.V.		38.07749			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.511444	0.29740852	8.444	0.0001	Intercept
V152	1	-0.073903	0.03923089	-1.884	0.0597	HOW LONG WORKED IN DS?
V156W	1	-0.105799	0.05230545	-2.023	0.0432	RECODED: WHITE/BLUE COLLAR
V157C	1	0.256684	0.03573431	7.183	0.0001	RECODED: PAY LEVELS
V159A	1	-0.091473	0.06654033	-1.375	0.1693	RECODED-CAREER=1,NO CAREER=0
V160	1	0.006502	0.01472493	0.442	0.6588	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.008467	0.02504982	0.338	0.7354	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.086821	0.11570397	0.750	0.4531	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.064297	0.02148495	2.993	0.0028	AGE
V169	1	-0.050990	0.04893037	-1.042	0.2975	SEX
V172	1	-0.038380	0.01294833	-2.964	0.0031	EDUCATION LEVEL
WHS	1	0.142841	0.05580839	2.559	0.0105	1-Hispanic,0-not
BLK	1	-0.145253	0.06429147	-2.259	0.0239	1-Black,0-not
OTH	1	-0.151211	0.11426815	-1.323	0.1858	1-Other,0-not
SACTO	1	-0.348434	0.09612097	-3.625	0.0003	SACRAMENTO,1=YES,0=NO
FOLUP1	1	-0.030246	0.06220376	-0.486	0.6268	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.241790	0.13246777	1.825	0.0681	SACTO*FOLUP1
FOLUP2	1	-0.128528	0.06086086	-2.112	0.0348	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.288238	0.14188074	2.032	0.0423	SACTO*FOLUP2
FOLUP3	1	-0.184588	0.06714589	-2.749	0.0060	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.227538	0.17295783	1.316	0.1884	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V137

PERSONNEL HELPS ME PERFORM EFFECTIVELY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	94.19661	4.70983	4.108	0.0001
Error	2850	3267.45758	1.14648		
C Total	2870	3361.65418			

Root MSE	1.07074	R-square	0.0280
Dep Mean	3.26708	Adj R-sq	0.0212
C.V.	32.77349		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.577257	0.29552838	12.105	0.0001	Intercept
V152	1	-0.022655	0.03898288	-0.581	0.5612	HOW LONG WORKED IN DS?
V156W	1	-0.083469	0.05197479	-1.606	0.1084	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.014265	0.03550840	-0.402	0.6879	RECODED: PAY LEVELS
V159A	1	0.055316	0.06611968	0.837	0.4029	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.008959	0.01463185	-0.612	0.5404	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.040231	0.02489146	1.616	0.1062	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.009645	0.11497252	-0.084	0.9332	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.009822	0.02134913	0.460	0.6455	AGE
V169	1	-0.007080	0.04862104	-0.146	0.8842	SEX
V172	1	-0.029097	0.01286648	-2.261	0.0238	EDUCATION LEVEL
WHS	1	-0.081909	0.05545558	-1.477	0.1398	1-Hispanic,0-not
BLK	1	-0.008637	0.06388504	-0.135	0.8925	1-Black,0-not
OTH	1	-0.301205	0.11354578	-2.653	0.0080	1-Other,0-not
SACTO	1	-0.526436	0.09551331	-5.512	0.0001	SACRAMENTO,1=YES,0-NO
FOLUP1	1	-0.044890	0.06181052	-0.726	0.4677	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	0.259545	0.13163034	1.972	0.0487	SACTO*FOLUP1
FOLUP2	1	-0.109487	0.06047611	-1.810	0.0703	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.422152	0.14098381	2.994	0.0028	SACTO*FOLUP2
FOLUP3	1	-0.277424	0.06672141	-4.158	0.0001	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	0.713857	0.17186443	4.154	0.0001	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V138

MY PAY BASED ON # AND GRADE OF PEOPLE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	672.53223	33.62661	31.058	0.0001
Error	2850	3085.75471	1.08272		
C Total	2870	3758.28694			

Root MSE	1.04054	R-square	0.1789
Dep Mean	3.47428	Adj R-sq	0.1732
C.V.	29.94974		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.444217	0.28719371	11.993	0.0001	Intercept
V152	1	-0.014267	0.03788346	-0.377	0.7065	HOW LONG WORKED IN DS?
V156W	1	-0.125211	0.05050897	-2.479	0.0132	RECODED: WHITE/BLUE COLLAR
V157C	1	0.158666	0.03450697	4.598	0.0001	RECODED: PAY LEVELS
V159A	1	0.087563	0.06425493	1.363	0.1731	RECODED-CAREER-1,NO CAREER-0
V160	1	0.006938	0.01421919	0.488	0.6256	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.109273	0.02418946	4.517	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.173348	0.11172999	-1.551	0.1209	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.020299	0.02074702	-0.978	0.3280	AGE
V169	1	-0.196852	0.04724980	-4.166	0.0001	SEX
V172	1	0.028431	0.01250361	2.274	0.0231	EDUCATION LEVEL
WHS	1	-0.519154	0.05389159	-9.633	0.0001	1-Hispanic,0-not
BLK	1	-0.356000	0.06208331	-5.734	0.0001	1-Black,0-not
OTH	1	-0.309237	0.11034349	-2.802	0.0051	1-Other,0-not
SACTO	1	-0.089590	0.09281959	-0.965	0.3345	SACRAMENTO,1-YES,0-NO
FOLUP1	1	-0.061384	0.06006730	-1.022	0.3069	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.751374	0.12791802	-5.874	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.119232	0.05877053	-2.029	0.0426	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-1.221952	0.13700769	-8.919	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.227242	0.06483969	-3.505	0.0005	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-1.297347	0.16701740	-7.768	0.0001	SACTO*FOLUP3

Table d.7--continued

Dependent Variable: V139

TOO LONG TO PROCESS PAPERWORK FOR HIREEES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	60.18319	3.00916	2.824	0.0001
Error	2850	3036.41739	1.06541		
C Total	2870	3096.60058			
Root MSE		1.03219	R-square	0.0194	
Dep Mean		3.85236	Adj R-sq	0.0126	
C.V.		26.79360			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.620676	0.28488852	12.709	0.0001	Intercept
V152	1	0.023905	0.03757938	0.636	0.5248	HOW LONG WORKED IN DS?
V156W	1	0.019508	0.05010355	0.389	0.6970	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.008948	0.03423000	-0.261	0.7938	RECODED: PAY LEVELS
V159A	1	0.125242	0.06373919	1.965	0.0495	RECODED-CAREER-1,NO CAREER=0
V160	1	0.011477	0.01410506	0.814	0.4159	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.033351	0.02399530	-1.390	0.1647	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.032600	0.11083318	-0.294	0.7687	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.024340	0.02058050	-1.183	0.2370	AGE
V169	1	0.066864	0.04687055	1.427	0.1538	SEX
V172	1	0.032661	0.01240325	2.633	0.0085	EDUCATION LEVEL
WHS	1	-0.083953	0.05345902	-1.570	0.1164	1-Hispanic,0-not
BLK	1	-0.177432	0.06158500	-2.881	0.0040	1-Black,0-not
OTH	1	0.077444	0.10945781	0.708	0.4793	1-Other,0-not
SACTO	1	0.243814	0.09207456	2.648	0.0081	SACRAMENTO,1=YES,0=NO
FOLUP1	1	0.012729	0.05958517	0.214	0.8309	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.141788	0.12689128	-1.117	0.2639	SACTO*FOLUP1
FOLUP2	1	0.033164	0.05829880	0.569	0.5695	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.004445	0.13590799	-0.033	0.9739	SACTO*FOLUP2
FOLUP3	1	0.032200	0.06431925	0.501	0.6167	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.294857	0.16567682	-1.780	0.0752	SACTO*FOLUP3

Table d.7--continued

Dependent Variable: V140

SUPERVSRS COOPERATE TOGETHER FOR DS GOAL

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	193.75822	9.68791	7.602	0.0001
Error	2850	3632.01675	1.27439		
C Total	2870	3825.77496			
Root MSE		1.12889	R-square	0.0506	
Dep Mean		3.20400	Adj R-sq	0.0440	
C.V.		35.23371			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.138094	0.31157897	10.072	0.0001	Intercept
V152	1	-0.132599	0.04110010	-3.226	0.0013	HOW LONG WORKED IN DS?
V156W	1	-0.055662	0.05479762	-1.016	0.3098	RECODED: WHITE/BLUE COLLAR
V157C	1	0.194390	0.03743692	5.192	0.0001	RECODED: PAY LEVELS
V159A	1	-0.118930	0.06971074	-1.706	0.0881	RECODED-CAREER-1,NO CAREER-0
V160	1	0.014058	0.01542653	0.911	0.3622	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.065307	0.02624335	2.489	0.0129	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.044039	0.12121685	0.363	0.7164	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.068823	0.02250863	3.058	0.0023	AGE
V169	1	-0.057759	0.05126172	-1.127	0.2599	SEX
V172	1	-0.054995	0.01356528	-4.054	0.0001	EDUCATION LEVEL
WRS	1	0.127881	0.05846746	2.187	0.0288	1-Hispanic,0-not
BLK	1	-0.085105	0.06735473	-1.264	0.2065	1-Black,0-not
OTH	1	-0.046535	0.11971262	-0.389	0.6975	1-Other,0-not
SACTO	1	-0.423902	0.10070078	-4.210	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.034255	0.06516755	0.526	0.5992	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.040833	0.13877938	-0.294	0.7686	SACTO*FOLUP1
FOLUP2	1	-0.079943	0.06376066	-1.254	0.2100	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.177000	0.14864085	1.191	0.2338	SACTO*FOLUP2
FOLUP3	1	-0.099905	0.07034515	-1.420	0.1557	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.373562	0.18119865	2.062	0.0393	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V141

HAVE AUTHORITY TO DETERMINE EMPLOYEE PAY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	153.93278	7.69664	8.479	0.0001
Error	2850	2597.14678	0.90777		
C Total	2870	2741.07955			
Root MSE	0.95277	R-square	0.0562		
Dep Mean	2.00552	Adj R-sq	0.0495		
C.V.	47.50731				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.194246	0.26296912	8.344	0.0001	Intercept
V152	1	-0.021324	0.03468802	-0.615	0.5388	HOW LONG WORKED IN DS?
V156W	1	0.064751	0.04624857	1.400	0.1616	RECODED: WHITE/BLUE COLLAR
V157C	1	0.074956	0.03159634	2.372	0.0177	RECODED: PAY LEVELS
V159A	1	-0.192330	0.05883508	-3.269	0.0011	RECODED-CAREER-1, NO CAREER-0
V160	1	0.011297	0.01301981	0.868	0.3856	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.034884	0.02214909	1.575	0.1154	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.126550	0.10230565	-1.237	0.2162	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.055805	0.01899703	2.938	0.0033	AGE
V169	1	-0.166132	0.04326431	-3.840	0.0001	SEX
V172	1	-0.002064	0.01144894	-0.180	0.8570	EDUCATION LEVEL
WBS	1	0.213778	0.04934587	4.332	0.0001	1-Hispanic, 0-not
BLK	1	0.042397	0.05684563	0.746	0.4558	1-Black, 0-not
OTH	1	0.079235	0.10103609	0.784	0.4330	1-Other, 0-not
SACTO	1	-0.344339	0.08499032	-4.052	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.030512	0.05500067	0.555	0.5791	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.077945	0.11712823	-0.665	0.5058	SACTO*FOLUP1
FOLUP2	1	-0.138063	0.05381328	-2.566	0.0104	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.050694	0.12545119	0.404	0.6862	SACTO*FOLUP2
FOLUP3	1	-0.200750	0.05937051	-3.381	0.0007	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.026352	0.15292960	0.172	0.8632	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V142

SUPERISORS RECOGNIZED FOR HELPING EMPLOY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	193.38005	9.66900	7.665	0.0001
Error	2850	3595.23891	1.26149		
C Total	2870	3788.61896			
Root MSE		1.12316	R-square	0.0510	
Dep Mean		2.92390	Adj R-sq	0.0444	
C.V.		38.41309			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.092345	0.30999743	9.975	0.0001	Intercept
V152	1	-0.075768	0.04089148	-1.853	0.0640	HOW LONG WORKED IN DS?
V156W	1	-0.032210	0.05451947	-0.591	0.5547	RECODED: WHITE/BLUE COLLAR
V157C	1	0.247756	0.03724689	6.652	0.0001	RECODED: PAY LEVELS
V159A	1	-0.238333	0.06935690	-3.436	0.0006	RECODED-CAREER-1, NO CAREER-0
V160	1	0.006795	0.01534822	0.443	0.6580	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.045395	0.02611015	1.739	0.0822	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.002532	0.12060157	-0.021	0.9832	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.022819	0.02239438	1.019	0.3083	AGE
V169	1	-0.181290	0.05100152	-3.555	0.0004	SEX
V172	1	-0.044808	0.01349642	-3.320	0.0009	EDUCATION LEVEL
WHS	1	0.136555	0.05817068	2.347	0.0190	1-Hispanic,0-not
BLK	1	0.019351	0.06701284	0.289	0.7728	1-Black,0-not
OTH	1	-0.165235	0.11910497	-1.387	0.1655	1-Other,0-not
SACTO	1	-0.281901	0.10018964	-2.814	0.0049	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	-0.057759	0.06483676	-0.891	0.3731	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.015769	0.13807495	0.114	0.9091	SACTO*FOLUP1
FOLUP2	1	-0.144536	0.06343702	-2.278	0.0228	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.006904	0.14788636	-0.047	0.9628	SACTO*FOLUP2
FOLUP3	1	-0.216037	0.06998808	-3.087	0.0020	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.126064	0.18027890	-0.699	0.4844	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V143

LINE MGT WITH VALUABLE SUPPORT SERVICES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	107.47209	5.37360	5.267	0.0001
Error	2850	2907.62659	1.02022		
C Total	2870	3015.09868			

Root MSE	1.01006	R-square	0.0356
Dep Mean	3.23424	Adj R-sq	0.0289
C.V.	31.23019		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.604254	0.27878123	12.929	0.0001	Intercept
V152	1	-0.041364	0.03677378	-1.125	0.2608	HOW LONG WORKED IN DS?
V156W	1	-0.114259	0.04902946	-2.330	0.0199	RECODED: WHITE/BLUE COLLAR
V157C	1	0.007455	0.03349620	0.223	0.8239	RECODED: PAY LEVELS
V159A	1	0.093565	0.06237278	1.500	0.1337	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.042013	0.01380268	-3.044	0.0024	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.055409	0.02348090	2.360	0.0184	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.026002	0.10845720	-0.240	0.8105	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.020749	0.02013930	1.030	0.3030	AGE
V169	1	-0.067918	0.04586576	-1.481	0.1388	SEX
V172	1	-0.024302	0.01213735	-2.002	0.0454	EDUCATION LEVEL
WHS	1	-0.043656	0.05231300	-0.835	0.4041	1-Hispanic,0-not
BLK	1	0.118787	0.06026477	1.971	0.0488	1-Black,0-not
OTH	1	-0.260150	0.10711131	-2.429	0.0152	1-Other,0-not
SACTO	1	-0.491217	0.09010072	-5.452	0.0001	SACRAMENTO, 1=YES,0-NO
FOLUP1	1	-0.043709	0.05830781	-0.750	0.4535	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	0.221424	0.12417105	1.783	0.0747	SACTO*FOLUP1
FOLUP2	1	-0.075518	0.05704902	-1.324	0.1857	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.363269	0.13299447	2.731	0.0063	SACTO*FOLUP2
FOLUP3	1	-0.218305	0.06294040	-3.468	0.0005	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	0.576008	0.16212513	3.553	0.0004	SACTO*FOLUP3

Table 3.7--continued

Dependent Variable: V144

MY SUPERVSR WORK CAN BE DONE-LESS MID-S

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	340.05360	17.00268	14.355	0.0001
Error	2850	3375.62479	1.18443		
C Total	2870	3715.67838			
Root MSE		1.08832	R-square	0.0915	
Dep Mean		2.63853	Adj R-sq	0.0851	
C.V.		41.24710			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.436442	0.30038020	11.440	0.0001	Intercept
V152	1	-0.104732	0.03962288	-2.643	0.0083	HOW LONG WORKED IN DS?
V156W	1	0.128959	0.05282808	2.441	0.0147	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.305384	0.03609136	-8.461	0.0001	RECODED: PAY LEVELS
V159A	1	-0.008368	0.06720520	-0.125	0.9009	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.017416	0.01487206	-1.171	0.2417	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.006778	0.02530012	0.268	0.7888	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.024886	0.11686007	-0.213	0.8314	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.008126	0.02169962	-0.374	0.7081	AGE
V169	1	0.046941	0.04941927	0.950	0.3423	SEX
V172	1	0.018239	0.01307771	1.395	0.1632	EDUCATION LEVEL
WHS	1	-0.020580	0.05636602	-0.365	0.7151	1-Hispanic,0-not
BLK	1	0.020264	0.06493387	0.312	0.7550	1-Black,0-not
OTH	1	0.139376	0.11540991	1.208	0.2273	1-Other,0-not
SACTO	1	0.561736	0.09708140	5.786	0.0001	SACRAMENTO,1=YES,0=NO
FOLUP1	1	0.022325	0.06282529	0.355	0.7224	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.032862	0.13379137	-0.246	0.8060	SACTO*FOLUP1
FOLUP2	1	0.448707	0.06146898	7.300	0.0001	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.071998	0.14329840	0.502	0.6154	SACTO*FOLUP2
FOLUP3	1	0.439502	0.06781680	6.481	0.0001	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.587332	0.17468600	-3.362	0.0008	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V145

DEVOTE TOO MUCH TIME TO POSITION CLASSF

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	31.44108	1.57205	2.097	0.0030
Error	2850	2136.96811	0.74981		
C Total	2870	2168.40919			

Root MSE	0.86592	R-square	0.0145
Dep Mean	2.49224	Adj R-sq	0.0076
C.V.	34.74450		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.033224	0.23899743	12.691	0.0001	Intercept
V152	1	-0.016224	0.03152593	-0.515	0.6068	HOW LONG WORKED IN DS?
V156W	1	0.086991	0.04203265	2.070	0.0386	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.065514	0.02871608	-2.281	0.0226	RECODED: PAY LEVELS
V159A	1	-0.015200	0.05347100	-0.284	0.7762	RECODED-CAREER-1,NO CAREER-0
V160	1	0.005244	0.01183295	0.443	0.6577	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.006516	0.02013003	-0.324	0.7462	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.132962	0.09297969	-1.430	0.1528	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.030412	0.01726530	-1.761	0.0783	AGE
V169	1	-0.029818	0.03932043	-0.758	0.4483	SEX
V172	1	0.007189	0.01040528	0.691	0.4897	EDUCATION LEVEL
WHS	1	0.034123	0.04484761	0.761	0.4468	1-Hispanic,0-not
BLK	1	-0.116547	0.05166462	-2.256	0.0242	1-Black,0-not
OTH	1	0.101909	0.09182586	1.110	0.2672	1-Other,0-not
SACTO	1	0.237471	0.07724279	3.074	0.0021	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.038333	0.04998693	0.767	0.4432	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.194144	0.10645107	-1.824	0.0683	SACTO*FOLUP1
FOLUP2	1	0.012086	0.04890778	0.247	0.8048	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.176242	0.11401534	-1.546	0.1223	SACTO*FOLUP2
FOLUP3	1	0.008608	0.05395842	0.160	0.8733	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.319189	0.13898888	-2.297	0.0217	SACTO*FOLUP3

Table B.7--Continued

Dependent Variable: VI46

HAVE ENOUGH AUTHORITY TO PROMOTE PEOPLE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	440.12754	22.00638	16.665	0.0001
Error	2850	3763.37908	1.32048		
C Total	2870	4203.50661			
Root MSE	1.14912	R-square	0.1047		
Dep Mean	2.64116	Adj R-sq	0.0984		
C.V.	43.50830				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.988070	0.31716350	6.268	0.0001	Intercept
VI52	1	0.109775	0.04183675	2.624	0.0087	HOW LONG WORKED IN DS?
VI56M	1	0.126127	0.05577977	2.261	0.0238	RECODED: WHITE/BLUE COLLAR
VI57C	1	0.328473	0.03810791	8.620	0.0001	RECODED: PAY LEVELS
VI59A	1	-0.076882	0.07096019	-1.083	0.2787	RECODED-CAREER-1, NO CAREER-0
VI60	1	-0.007906	0.01570302	-0.503	0.6147	HOW LONG WORKED WITH IMMEDIATE SUPR?
VI61	1	0.105973	0.02671372	3.967	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
VI65	1	-0.225972	0.12338946	-1.831	0.0671	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
VI68	1	-0.072158	0.02291206	-3.149	0.0017	AGE
VI69	1	-0.067603	0.05218050	-1.296	0.1952	SEX
VI72	1	-0.025636	0.01380841	-1.857	0.0635	EDUCATION LEVEL
WHS	1	0.122696	0.05951539	2.062	0.0393	1-Hispanic, 0-not
BLK	1	-0.189956	0.06856195	-2.771	0.0056	1-Black, 0-not
OTR	1	-0.106038	0.12189826	-0.870	0.3843	1-Other, 0-not
SACTO	1	-0.273614	0.10250568	-2.669	0.0076	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.064757	0.06633556	0.976	0.3290	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.382465	0.14126677	-2.707	0.0068	SACTO*FOLUP1
FOLUP2	1	-0.151042	0.06490346	-2.327	0.0200	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.432570	0.15130499	-2.859	0.0043	SACTO*FOLUP2
FOLUP3	1	-0.393813	0.07160596	-5.500	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.225414	0.18444633	-1.222	0.2218	SACTO*FOLUP3

Table 3.7--continued

Dependent Variable: V147

CAN HELP PEOPLE I SUPERVISE IMPROVE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	129.30780	6.46539	6.451	0.0001
Error	2850	2856.24487	1.00219		
C Total	2870	2985.55267			
Root MSE		1.00109	R-square	0.0433	
Dep Mean		3.45135	Adj R-sq	0.0366	
C.V.		29.00593			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.796780	0.27630703	10.122	0.0001	Intercept
V152	1	0.025983	0.03644741	0.713	0.4760	HOW LONG WORKED IN DS?
V156W	1	0.080094	0.04859432	1.648	0.0994	RECODED: WHITE/BLUE COLLAR
V157C	1	0.171202	0.03319892	5.157	0.0001	RECODED: PAY LEVELS
V159A	1	-0.077212	0.06181922	-1.249	0.2118	RECODED-CAREER=1, NO CAREER=0
V160	1	0.005822	0.01368018	0.426	0.6705	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.031877	0.02327251	1.370	0.1709	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.035906	0.10749464	0.334	0.7384	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.072129	0.01996056	3.614	0.0003	AGE
V169	1	-0.095953	0.04545870	-2.111	0.0349	SEX
V172	1	-0.034601	0.01202963	-2.876	0.0041	EDUCATION LEVEL
WHS	1	0.162225	0.05184871	3.129	0.0018	1=Hispanic, 0=not
BLK	1	0.099202	0.05972991	1.661	0.0969	1=Black, 0=not
OTH	1	-0.017695	0.10616069	-0.167	0.8676	1=Other, 0=not
SACTO	1	-0.212428	0.08930107	-2.379	0.0174	SACRAMENTO, 1=YES, 0=NO
FOLUP1	1	0.037596	0.05779033	0.651	0.5154	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.091896	0.12306902	-0.747	0.4553	SACTO*FOLUP1
FOLUP2	1	-0.063994	0.05654271	-1.132	0.2578	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.173531	0.13181413	1.316	0.1881	SACTO*FOLUP2
FOLUP3	1	-0.177514	0.06238180	-2.846	0.0045	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.243811	0.16068626	1.517	0.1293	SACTO*FOLUP3

Table 8.7--continued

Dependent Variable: V148

CAN INFLUENCE CLASSIFICATION DECISIONS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	168.48094	8.42405	7.875	0.0001
Error	2850	3048.69439	1.06972		
C Total	2870	3217.17533			

Root MSE	1.03427	R-square	0.0524
Dep Mean	2.55669	Adj R-sq	0.0457
C.V.	40.45361		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.101403	0.28546388	7.361	0.0001	Intercept
V152	1	-0.047859	0.03765528	-1.271	0.2038	HOW LONG WORKED IN DS?
V156W	1	0.084240	0.05020474	1.678	0.0935	RECODED: WHITE/BLUE COLLAR
V157C	1	0.257900	0.03429913	7.519	0.0001	RECODED: PAY LEVELS
V159A	1	-0.202178	0.06306791	-3.166	0.0016	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.017283	0.01413355	-1.223	0.2215	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.054836	0.02404376	2.281	0.0226	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.009867	0.11105702	0.089	0.9292	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.020877	0.02062206	1.012	0.3114	AGE
V169	1	-0.158340	0.04696521	-3.371	0.0008	SEX
V172	1	-0.002937	0.01242830	-0.236	0.8132	EDUCATION LEVEL
WHS	1	0.147964	0.05356699	2.762	0.0058	1-Hispanic,0-not
BLK	1	-0.024828	0.06170937	-0.402	0.6875	1-Black,0-not
OTH	1	-0.191473	0.10967887	-1.746	0.0810	1-Other,0-not
SACTO	1	-0.061443	0.09226052	-0.666	0.5055	SACRAMENTO,1-YES,0-NO
FOLUP1	1	0.074485	0.05970551	1.248	0.2123	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	0.015699	0.12714754	0.123	0.9017	SACTO*FOLUP1
FOLUP2	1	0.045322	0.05841654	0.776	0.4379	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.100446	0.13618247	-0.738	0.4608	SACTO*FOLUP2
FOLUP3	1	-0.089456	0.06444914	-1.388	0.1652	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.074168	0.16601142	-0.447	0.6551	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V149

MANAGING LIMITED BY UNNECESSARY RULES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	110.76932	5.53847	5.191	0.0001
Error	2850	3040.90070	1.06698		
C Total	2870	3151.67002			
Root MSE	1.03295	R-square	0.0351		
Dep Mean	3.53313	Adj R-sq	0.0284		
C.V.	29.23611				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.359012	0.28509876	11.782	0.0001	Intercept
V152	1	-0.004396	0.03760712	-0.117	0.9070	HOW LONG WORKED IN DS?
V156W	1	0.023089	0.05014053	0.460	0.6452	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.074284	0.03425526	-2.169	0.0302	RECODED: PAY LEVELS
V159A	1	0.183960	0.06378623	2.884	0.0040	RECODED-CAREER-1,NO CAREER-0
V160	1	0.010559	0.01411547	0.748	0.4545	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.000920	0.02401301	0.038	0.9694	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.135864	0.11091498	1.225	0.2207	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.065210	0.02059568	-3.166	0.0016	AGE
V169	1	0.017568	0.04690514	0.375	0.7080	SEX
V172	1	0.017761	0.01241240	1.431	0.1526	EDUCATION LEVEL
WHS	1	-0.190815	0.05349847	-3.567	0.0004	1-Hispanic,0-not
BLK	1	-0.340018	0.06163044	-5.517	0.0001	1-Black,0-not
OTH	1	-0.103707	0.10953858	-0.947	0.3438	1-Other,0-not
SACTO	1	0.388084	0.09214251	4.212	0.0001	SACRAMENTO,1-YES,0-NO
FOLUP1	1	-0.032919	0.05962914	-0.552	0.5810	YEAR1 FOLLOWUP - 1-YES,0-NO
FOLPSACT	1	-0.288109	0.12698492	-2.269	0.0234	SACTO*FOLUP1
FOLUP2	1	0.078023	0.05834183	1.337	0.1812	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.446176	0.13600829	-3.281	0.0010	SACTO*FOLUP2
FOLUP3	1	0.153777	0.06436671	2.389	0.0170	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.339769	0.16579909	-2.049	0.0405	SACTO*FOLUP3

Table A.7--continued

Dependent Variable: V150

CAN REMOVE PEOPLE WHO PERFORM POORLY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	284.18271	14.20914	9.538	0.0001
Error	2850	4245.67259	1.48971		
C Total	2870	4529.85531			
Root MSE		1.22054	R-square	0.0627	
Dep Mean		2.90614	Adj R-sq	0.0562	
C.V.		41.99852			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.189684	0.33687398	6.500	0.0001	Intercept
V152	1	-0.043569	0.04443674	-0.980	0.3269	HOW LONG WORKED IN DS?
V156W	1	-0.135584	0.05924627	-2.288	0.0222	RECODED: WHITE/BLUE COLLAR
V157C	1	0.222144	0.04047617	5.488	0.0001	RECODED: PAY LEVELS
V159A	1	0.143552	0.07537009	1.905	0.0569	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.009465	0.01667890	-0.567	0.5704	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.094760	0.02837388	3.340	0.0008	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.051679	0.13105764	-0.394	0.6934	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.005263	0.02433595	0.216	0.8288	AGE
V169	1	0.048336	0.05542332	0.872	0.3832	SEX
V172	1	-0.025331	0.01466655	-1.727	0.0843	EDUCATION LEVEL
WHS	1	0.379787	0.06321404	6.008	0.0001	1-Hispanic, 0-not
BLK	1	0.085809	0.07282281	1.178	0.2388	1-Black, 0-not
OTH	1	-0.154600	0.12943128	-1.194	0.2324	1-Other, 0-not
SACTO	1	-0.492174	0.10887601	-4.521	0.0001	SACRAMENTO, 1=YES, 0-NO
FOLUP1	1	0.169591	0.07045806	2.407	0.0161	YEAR1 FOLLOWUP - 1=YES, 0-NO
FOLPSACT	1	0.013889	0.15004595	0.093	0.9263	SACTO*FOLUP1
FOLUP2	1	-0.034164	0.06893696	-0.496	0.6202	YEAR 2 FOLLOWUP - 1=YES, 0-NO
FLP2SACT	1	-0.103097	0.16070800	-0.642	0.5212	SACTO*FOLUP2
FOLUP3	1	-0.086163	0.07605600	-1.133	0.2574	YEAR 3 FOLLOWUP - 1=YES, 0-NO
FLP3SACT	1	0.196494	0.19590895	1.003	0.3160	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: V117

IMPT LENGTR OF SERVICE AND YOUR PAY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	343.99476	17.19974	9.700	0.0001
Error	2850	5053.27342	1.77308		
C Total	2870	5397.26818			

Root MSE 1.33157 R-square 0.0637
 Dep Mean 2.62856 Adj R-sq 0.0572
 C.V. 50.65774

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.720315	0.36751969	10.123	0.0001	Intercept
V152	1	0.033825	0.04847919	0.698	0.4854	HOW LONG WORKED IN DS?
V156W	1	-0.067080	0.06463595	-1.038	0.2994	RECODED: WHITE/BIJE COLLAR
V157C	1	-0.211007	0.04415832	-4.778	0.0001	RECODED: PAY LEVELS
V159A	1	-0.162240	0.08222657	-1.973	0.0486	RECODED-CAREER-1, NO CAREER-0
V160	1	0.027237	0.01819620	1.497	0.1345	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.013662	0.03095507	0.441	0.6590	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.173165	0.14298006	-1.211	0.2260	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.029877	0.02654982	1.125	0.2606	AGE
V169	1	-0.193547	0.06046523	-3.201	0.0014	SEX
V172	1	-0.032395	0.01600078	-2.025	0.0430	EDUCATION LEVEL
WHS	1	0.434318	0.06896467	6.298	0.0001	1-Hispanic, 0-not
BLK	1	0.456096	0.07944756	5.741	0.0001	1-Black, 0-not
OTH	1	0.242638	0.14120576	1.718	0.0858	1-Other, 0-not
SACTO	1	-0.122605	0.11878055	-1.032	0.3021	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	-0.229145	0.07686769	-2.981	0.0029	YEAR1 FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	0.349536	0.16369576	2.135	0.0328	SACTO*FOLUP1
FOLUP2	1	-0.068469	0.07520822	-0.910	0.3627	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.124579	0.17532775	0.711	0.4774	SACTO*FOLUP2
FOLUP3	1	-0.061289	0.08297488	-0.739	0.4602	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.106552	0.21373095	0.499	0.6181	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: PM26

PERSONNEL OFFICE HELPFULNESS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	66.68633	3.33432	6.668	0.0001
Error	2850	1425.06759	0.50002		
C Total	2870	1491.75392			

Root MSE	0.70712	R-square	0.0447
Dep Mean	2.77798	Adj R-sq	0.0380
C.V.	25.45459		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.070051	0.19516950	15.730	0.0001	Intercept
V152	1	-0.022971	0.02574463	-0.892	0.3723	HOW LONG WORKED IN DS?
V156W	1	-0.057348	0.03432460	-1.671	0.0949	RECODED: WHITE/BLUE COLLAR
V157C	1	0.019639	0.02345006	0.837	0.4024	RECODED: PAY LEVELS
V159A	1	-0.041169	0.04366601	-0.943	0.3459	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.018718	0.00966300	-1.937	0.0528	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.033356	0.01643854	2.029	0.0425	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.038641	0.07592885	-0.509	0.6109	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.029635	0.01409915	2.102	0.0357	AGE
V169	1	-0.041457	0.03210976	-1.291	0.1968	SEX
V172	1	-0.027152	0.00849713	-3.195	0.0014	EDUCATION LEVEL
WHS	1	0.037206	0.03662334	1.016	0.3098	1-Hispanic,0-not
BLK	1	0.151204	0.04219023	3.584	0.0003	1-Black,0-not
OTR	1	-0.131686	0.07498661	-1.756	0.0792	1-Other,0-not
SACTO	1	-0.408413	0.06307782	-6.475	0.0001	SACRAMENTO,1=YES,0-NO
FOLUP1	1	-0.020838	0.04082020	-0.510	0.6098	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	0.226599	0.08692982	2.607	0.0092	SACTO*FOLUP1
FOLUP2	1	-0.074268	0.03993895	-1.860	0.0631	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.303646	0.09310693	3.261	0.0011	SACTO*FOLUP2
FOLUP3	1	-0.167236	0.04406339	-3.795	0.0002	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	0.473064	0.11350076	4.168	0.0001	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: PM27 AUTHORITY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	210.20168	10.51008	16.162	0.0001
Error	2850	1853.32719	0.65029		
C Total	2870	2063.52887			

Root MSE 0.80641 R-square 0.1019
 Dep Mean 2.48904 Adj R-sq 0.0956
 C.V. 32.39822

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.211540	0.22257187	9.936	0.0001	Intercept
V152	1	-0.011374	0.02935925	-0.387	0.6985	HOW LONG WORKED IN DS?
V156W	1	0.069086	0.03914388	1.765	0.0777	RECODED: WHITE/BLUE COLLAR
V157C	1	0.198374	0.02674251	7.418	0.0001	RECODED: PAY LEVELS
V159A	1	-0.068485	0.04979685	-1.375	0.1692	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.002185	0.01101971	-0.198	0.8428	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.074311	0.01874656	3.964	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.134750	0.08658948	-1.556	0.1198	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.002466	0.01607871	0.153	0.8781	AGE
V169	1	-0.034380	0.03661806	-0.939	0.3479	SEX
V172	1	-0.021278	0.00969016	-2.196	0.0282	EDUCATION LEVEL
WRS	1	0.207947	0.04176537	4.979	0.0001	1-Hispanic, 0-not
BLK	1	-0.036813	0.04811386	-0.765	0.4443	1-Black, 0-not
OTH	1	-0.079263	0.08551495	-0.927	0.3541	1-Other, 0-not
SACTO	1	-0.344285	0.07193413	-4.786	0.0001	SACRAMENTO, 1-YES, 0-NO
FOLUP1	1	0.098562	0.04655148	2.117	0.0343	YEARI FOLLOWUP - 1-YES, 0-NO
FOLPSACT	1	-0.180440	0.09913502	-1.820	0.0688	SACTO*FOLUP1
FOLUP2	1	-0.122577	0.04554649	-2.691	0.0072	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	-0.118042	0.10617941	-1.112	0.2664	SACTO*FOLUP2
FOLUP3	1	-0.253834	0.05025002	-5.051	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.023949	0.12943659	0.185	0.8532	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: PM30

SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	20	99.51379	4.97569	10.657	0.0001
Error	2849	1330.23386	0.46691		
C Total	2869	1429.74765			
Root MSE		0.68331	R-square	0.0696	
Dep Mean		2.88802	Adj R-sq	0.0631	
C.V.		23.66013			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.055799	0.18862971	16.200	0.0001	Intercept
V152	1	-0.043865	0.02488197	-1.763	0.0780	HOW LONG WORKED IN DS?
V156W	1	-0.041747	0.03317444	-1.258	0.2083	RECODED: WHITE/BLUE COLLAR
V157C	1	0.118088	0.02266429	5.210	0.0001	RECODED: PAY LEVELS
V159A	1	-0.098403	0.04220284	-2.332	0.0198	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.006972	0.00933921	-0.746	0.4554	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.040577	0.01588771	2.554	0.0107	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.024561	0.07338460	-0.335	0.7379	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.029639	0.01362671	2.175	0.0297	AGE
V169	1	-0.088298	0.03103381	-2.845	0.0045	SEX
V172	1	-0.032779	0.00821241	-3.991	0.0001	EDUCATION LEVEL
WHS	1	0.057661	0.03539616	1.629	0.1034	1-Hispanic,0-not
BLK	1	0.078278	0.04077651	1.920	0.0550	1-Black,0-not
OTH	1	-0.160530	0.07247394	-2.215	0.0268	1-Other,0-not
SACTO	1	-0.415479	0.06096419	-6.815	0.0001	SACRAMENTO,1=YES,0=NO
FOLUP1	1	-0.033194	0.03945239	-0.841	0.4002	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.119211	0.08401695	1.419	0.1560	SACTO*FOLUP1
FOLUP2	1	-0.099505	0.03860066	-2.578	0.0100	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.161392	0.08998707	1.794	0.0730	SACTO*FOLUP2
FOLUP3	1	-0.166998	0.04258691	-3.921	0.0001	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.271298	0.10969754	2.473	0.0135	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: PAYDETRM PAY DETERMINANTS

Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	20	256.96847	12.84842	9.360	0.0001	
Error	2850	3912.15534	1.37269			
C Total	2870	4169.12381				
	Root MSE	1.17162	R-square	0.0616		
	Dep Mean	3.35472	Adj R-sq	0.0551		
	C.V.	34.92438				
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.291686	0.32337189	10.179	0.0001	Intercept
V152	1	-0.007448	0.04265569	-0.175	0.8614	HOW LONG WORKED IN DS?
V156W	1	-0.005471	0.05687165	-0.096	0.9234	RECODED: WHITE/BLUE COLLAR
V157C	1	0.084179	0.03885386	2.167	0.0304	RECODED: PAY LEVELS
V159A	1	-0.155134	0.07234922	-2.144	0.0321	RECODED-CAREER-1, NO CAREER-0
V160	1	0.009373	0.01601040	0.585	0.5583	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.003945	0.02723664	-0.145	0.8849	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.107064	0.12580477	0.851	0.3948	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.064277	0.02336055	2.752	0.0060	AGE
V169	1	-0.044409	0.05320192	-0.835	0.4039	SEX
V172	1	-0.071182	0.01407871	-5.056	0.0001	EDUCATION LEVEL
NHS	1	0.569820	0.06068038	9.391	0.0001	1-Hispanic,0-not
BLK	1	0.401502	0.06990403	5.744	0.0001	1-Black,0-not
OTH	1	0.044390	0.12424361	0.357	0.7209	1-Other,0-not
SACTO	1	-0.125195	0.10451220	-1.198	0.2311	SACRAMENTO, 1=YES, 0=NO
FOLUP1	1	-0.077073	0.06763406	-1.140	0.2546	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.057911	0.14403203	0.402	0.6877	SACTO*FOLUP1
FOLUP2	1	-0.100318	0.06617393	-1.516	0.1296	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.179091	0.15426674	-1.161	0.2458	SACTO*FOLUP2
FOLUP3	1	-0.162232	0.07300763	-2.222	0.0264	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.117357	0.18805681	-0.624	0.5326	SACTO*FOLUP3

Table B.7--continued

Dependent Variable: CLASSSAT

Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	20	109.21741	5.46087	10.599	0.0001	
Error	2793	1439.01544	0.51522			
C Total	2813	1548.23285				
Root MSE		0.71779	R-square	0.0705		
Dep Mean		2.85711	Adj R-sq	0.0639		
C.V.		25.12295				
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.709458	0.20011055	13.540	0.0001	Intercept
V152	1	-0.031670	0.02639640	-1.200	0.2303	HOW LONG WORKED IN DS?
V156W	1	-0.051379	0.03519359	-1.460	0.1444	RECODED: WHITE/BLUE COLLAR
V157C	1	0.162132	0.02404374	6.743	0.0001	RECODED: PAY LEVELS
V159A	1	-0.127043	0.04477149	-2.838	0.0046	RECODED-CAREER-1, NO CAREER=0
V160	1	-0.012191	0.00990763	-1.231	0.2186	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.040025	0.01685471	2.375	0.0176	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.019492	0.07785112	0.250	0.8023	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.056717	0.01445609	3.923	0.0001	AGE
V169	1	-0.118265	0.03292267	-3.592	0.0003	SEX
V172	1	-0.038896	0.00871225	-4.465	0.0001	EDUCATION LEVEL
WBS	1	0.150694	0.03755053	4.013	0.0001	1-Hispanic, 0-not
BLK	1	0.042886	0.04325835	0.991	0.3216	1-Black, 0-not
OTH	1	-0.171935	0.07688503	-2.236	0.0254	1-Other, 0-not
SACTO	1	-0.281363	0.06467474	-4.350	0.0001	SACRAMENTO, 1=YES, 0=NO
FOLUP1	1	0.035847	0.04185364	0.856	0.3918	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.080138	0.08913059	0.899	0.3687	SACTO*FOLUP1
FOLUP2	1	0.016105	0.04095007	0.393	0.6941	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.154908	0.09546409	1.623	0.1048	SACTO*FOLUP2
FOLUP3	1	-0.057628	0.04517893	-1.276	0.2022	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.263459	0.11637422	2.264	0.0237	SACTO*FOLUP3

Table B.8

REGRESSION RESULTS FOR NEW VARIABLES
ALL EMPLOYEES

Dependent Variable: V228

NEED HELP WITH DECISION-RECEIVE HELP

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	510.43481	26.86499	23.836	0.0001
Error	9349	10537.18881	1.12709		
C Total	9368	11047.62361			

Root MSE	1.06165	R-square	0.0462
Dep Mean	3.40909	Adj R-sq	0.0443
C.V.	31.14162		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.347349	0.10126191	33.056	0.0001	Intercept
V152	1	-0.093334	0.01687113	-5.532	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.144129	0.02625332	5.490	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.050907	0.02036603	2.500	0.0125	RECODED: PAY LEVELS
V159A	1	0.043569	0.03296238	1.322	0.1863	RECODED-CAREER-1,NO CAREER-0
V160	1	0.000480	0.00798180	0.060	0.9521	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.025565	0.01351186	-1.892	0.0585	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.168667	0.03183307	5.298	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.024389	0.01031191	2.365	0.0180	AGE
V169	1	0.064378	0.02597248	2.479	0.0132	SEX
V172	1	-0.034995	0.00719902	-4.861	0.0001	EDUCATION LEVEL
WHS	1	0.006671	0.03109927	0.215	0.8302	1-Hispanic,0-not
BLK	1	0.031694	0.03323878	0.954	0.3403	1-Black,0-not
OTH	1	-0.147948	0.04820039	-3.069	0.0022	1-Other,0-not
SACTO	1	-0.234102	0.03821136	-6.126	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.294588	0.03050533	9.657	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP2	1	-0.021375	0.03327496	-0.642	0.5206	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.087319	0.05396523	1.618	0.1057	SACTO*FOLUP2
FOLUP3	1	-0.021333	0.03468837	-0.615	0.5386	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.143977	0.05728587	2.513	0.0120	SACTO*FOLUP3

Table B.8--continued

Dependent Variable: V229

DECISIONS RESULT IN OVERALL SUPPORT

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	683.84991	35.99210	35.259	0.0001
Error	9349	9543.33748	1.02079		
C Total	9368	10227.18738			
Root MSE	1.01034	R-square	0.0669		
Dep Mean	3.33505	Adj R-sq	0.0650		
C.V.	30.29459				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.496813	0.09636823	36.286	0.0001	Intercept
V152	1	-0.058523	0.01605580	-3.645	0.0003	HOW LONG WORKED IN DS?
V156W	1	0.137546	0.02498458	5.505	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.004946	0.01938180	0.255	0.7986	RECODED: PAY LEVELS
V159A	1	0.003777	0.03136941	0.120	0.9042	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.008340	0.00759606	-1.098	0.2722	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.002734	0.01285887	0.213	0.8316	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.051391	0.03029468	1.696	0.0898	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.084932	0.00981357	8.655	0.0001	AGE
V169	1	-0.131418	0.02471731	-5.317	0.0001	SEX
V172	1	-0.026699	0.00685111	-3.897	0.0001	EDUCATION LEVEL
WHS	1	0.140412	0.02959634	4.744	0.0001	1-Hispanic,0-not
BLK	1	0.013865	0.03163245	0.438	0.6612	1-Black,0-not
OTH	1	-0.122426	0.04587101	-2.669	0.0076	1-Other,0-not
SACTO	1	-0.326392	0.03636472	-8.976	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.315498	0.02903110	10.868	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP2	1	-0.043923	0.03166688	-1.387	0.1655	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.092575	0.05135725	1.803	0.0715	SACTO*FOLUP2
FOLUP3	1	-0.006205	0.03301199	-0.188	0.8509	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.095985	0.05451741	1.761	0.0783	SACTO*FOLUP3

Table B.8--Continued

Dependent Variable: V230		MGT ALLOWS USE OF KNOWLEDGE FROM CLASS				
Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	19	1043.16770	54.90356	46.566	0.0001	
Error	9349	11022.93366	1.17905			
C Total	9368	12066.10137				
Root MSE	1.08584	R-square	0.0865			
Dep Mean	2.89473	Adj R-sq	0.0846			
C.V.	37.51100					
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.944222	0.10356960	28.427	0.0001	Intercept
V152	1	-0.105779	0.01725561	-6.130	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.139822	0.02685162	5.207	0.0001	RECODED: WHITE/BLGE COLLAR
V157C	1	0.101622	0.02083016	4.879	0.0001	RECODED: PAY LEVELS
V159A	1	-0.103655	0.03371357	-3.075	0.0021	RECODED-CAREER-1, NO CAREER-0
V160	1	0.012578	0.00816370	1.541	0.1234	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.013388	0.01381979	0.969	0.3327	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.145727	0.03255853	4.476	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.064614	0.01054691	6.126	0.0001	AGE
V169	1	-0.049978	0.02656438	-1.881	0.0599	SEX
V172	1	-0.055294	0.00736308	-7.510	0.0001	EDUCATION LEVEL
WHS	1	0.111618	0.03180801	3.509	0.0005	1-Hispanic, 0-not
BLK	1	-0.067542	0.03399628	-1.987	0.0470	1-Black, 0-not
OTH	1	-0.175562	0.04929885	-3.561	0.0004	1-Other, 0-not
SACTO	1	-0.400496	0.03908217	-10.248	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.356221	0.03120053	11.417	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP2	1	-0.055609	0.03403328	-1.634	0.1023	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.101450	0.05519506	1.838	0.0661	SACTO*FOLUP2
FOLUP3	1	-0.051445	0.03547890	-1.450	0.1471	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	0.231181	0.05859138	3.946	0.0001	SACTO*FOLUP3

Table B.8--continued

Dependent Variable: V231

OPPORTUNITY TO PARTICIPATE-QUALITY CIRC

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	2436.11016	128.21632	108.269	0.0001
Error	9349	11071.48752	1.18424		
C Total	9368	13507.59767			

Root MSE	1.08823	R-square	0.1804
Dep Mean	3.26335	Adj R-sq	0.1787
C.V.	33.34704		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.697178	0.10379746	16.351	0.0001	Intercept
V152	1	0.108104	0.01729357	6.251	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.188725	0.02691069	7.013	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.209440	0.02087598	10.033	0.0001	RECODED: PAY LEVELS
V159A	1	0.126499	0.03378774	3.744	0.0002	RECODED-CAREER-1,NO CAREER-0
V160	1	0.000268	0.00818166	0.033	0.9738	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.050454	0.01385019	3.643	0.0003	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.063514	0.03263016	1.946	0.0516	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.041929	0.01057012	-3.967	0.0001	AGE
V169	1	-0.004756	0.02662282	-0.179	0.8582	SEX
V172	1	-0.001419	0.00737928	-0.192	0.8475	EDUCATION LEVEL
WHS	1	-0.042776	0.03187798	-1.342	0.1797	1-Hispanic,0-not
BLK	1	-0.029347	0.03407107	-0.861	0.3891	1-Black,0-not
OTH	1	-0.106867	0.04940731	-2.163	0.0306	1-Other,0-not
SACTO	1	0.721853	0.03916815	18.430	0.0001	SACRAMENTO,1-YES,0-NO
SUPER	1	0.444855	0.03126917	14.227	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP2	1	-0.087130	0.03410815	-2.555	0.0106	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	0.171542	0.05531649	3.101	0.0019	SACTO*FOLUP2
FOLUP3	1	0.018190	0.03555695	0.512	0.6090	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	0.075015	0.05872028	1.277	0.2015	SACTO*FOLUP3

Table H.9--Continued

Dependent Variable: V232

QUALITY CIRCLE, ETC ALLOWS IMPROVEMNT

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	780.86956	41.09840	37.460	0.0001
Error	9349	10257.11679	1.09714		
C Total	9368	11037.98635			

Root MSE	1.04744	R-square	0.0707
Dep Mean	3.19704	Adj R-sq	0.0689
C.V.	32.76285		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.426589	0.09990710	24.288	0.0001	Intercept
V152	1	-0.012403	0.01664540	-0.745	0.4562	HOW LONG WORKED IN DS?
V156W	1	0.215014	0.02590207	8.301	0.0001	RECODED: WHITE/BIUE COLLAR
V157C	1	0.122801	0.02009355	6.111	0.0001	RECODED: PAY LEVELS
V159A	1	0.033436	0.03252137	1.028	0.3039	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.011186	0.00787501	-1.420	0.1555	HOW LONG WORKED WITH IMMEDIATE SUPER?
V161	1	0.013447	0.01333108	1.009	0.3132	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.095225	0.03140717	3.032	0.0024	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.003651	0.01017395	0.359	0.7197	AGE
V169	1	0.016374	0.02562499	0.639	0.5228	SEX
V172	1	-0.001194	0.00710270	-0.168	0.8665	EDUCATION LEVEL
WHS	1	0.132015	0.03068319	4.303	0.0001	1-Hispanic, 0-not
BLK	1	0.104066	0.03479408	3.173	0.0015	1-Black, 0-not
OTH	1	-0.164900	0.04755551	-3.468	0.0005	1-Other, 0-not
SACTO	1	0.044982	0.03770012	1.193	0.2328	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.453235	0.03009719	15.059	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP2	1	-0.012368	0.03282977	-0.377	0.7064	YEAR 2 FOLLOUP - 1-YES, 0-NO
FLP2SACT	1	0.225071	0.05324322	4.227	0.0001	SACTO*FOLUP2
FOLUP3	1	0.019694	0.03422427	0.575	0.5650	YEAR 3 FOLLOUP - 1-YES, 0-NO
FLP3SACT	1	0.171755	0.05651943	3.039	0.0024	SACTO*FOLUP3

Table H.9--Continued

Dependent Variable: V235 PARTICIPATIVE TYPE ALLOWS PROMOTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	286.51420	15.07969	12.296	0.0001
Error	9349	11465.69480	1.22641		
C Total	9368	11752.20899			

Root MSE 1.10743 R-square 0.0244
 Dep Mean 3.03997 Adj R-sq 0.0224
 C.V. 36.42911

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.378559	0.10562918	31.985	0.0001	Intercept
V152	1	-0.024999	0.01759875	-1.420	0.1555	HOW LONG WORKED IN DS?
V156W	1	0.075281	0.02738559	2.749	0.0060	RECODED: WHITE/BLUE COLLAR
V157C	1	0.022805	0.02124438	1.064	0.2873	RECODED: PAY LEVELS
V159A	1	-0.033757	0.03438400	-0.982	0.3262	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.001456	0.00832604	-0.175	0.8612	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.021924	0.01409460	-1.555	0.1199	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.019130	0.03320598	-0.576	0.5646	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.012117	0.01075665	-1.127	0.2600	AGE
V169	1	-0.058472	0.02709263	-2.158	0.0309	SEX
V172	1	-0.025400	0.00750950	-3.382	0.0007	EDUCATION LEVEL
WHS	1	0.102286	0.03244054	3.153	0.0016	1-Hispanic, 0-not
BLK	1	-0.052940	0.03467232	-1.527	0.1268	1-Black, 0-not
OTH	1	-0.129838	0.05027920	-2.582	0.0098	1-Other, 0-not
SACTO	1	-0.229633	0.03985936	-5.761	0.0001	SACRAMENTO, 1-YES, 0-NO
SUPER	1	0.084763	0.03182098	2.664	0.0077	1-Supervisor, 0-Non-Supervisor
FOLUP2	1	-0.008691	0.03471806	-0.250	0.8023	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FLP2SACT	1	0.016988	0.05629267	0.302	0.7628	SACTO*FOLUP2
FOLUP3	1	-0.080418	0.03618443	-2.242	0.0263	YEAR 3 FOLLOWUP - 1-YES, 0-NO
FLP3SACT	1	-0.021714	0.05975652	-0.363	0.7163	SACTO*FOLUP3

Table H.8--continued

Dependent Variable: V237

SUPRVSR SHARES ORGNZATINAL PERFMNCE DATA

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	1312.65082	69.08689	56.283	0.0001
Error	9349	11475.90809	1.22750		
C Total	9368	12788.55891			

Root MSE	1.10793	R-square	0.1026
Dep Mean	2.85586	Adj R-sq	0.1008
C.V.	38.79478		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.595095	0.10567622	24.557	0.0001	Intercept
V152	1	-0.069180	0.01760659	-3.929	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.209356	0.02739778	7.641	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.085508	0.02125384	4.023	0.0001	RECODED: PAY LEVELS
V159A	1	-0.044791	0.03439931	-1.302	0.1929	RECODED-CAREER-1,NO CAREER=0
V160	1	0.015655	0.00832975	1.879	0.0602	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.002830	0.01410088	0.201	0.8410	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.120696	0.03322077	3.633	0.0003	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.031169	0.01076144	2.896	0.0038	AGE
V169	1	-0.041424	0.02710470	-1.528	0.1265	SEX
V172	1	-0.035799	0.00751284	-4.765	0.0001	EDUCATION LEVEL
WHS	1	-0.026253	0.03245498	-0.809	0.4186	1-Hispanic,0-not
BLK	1	0.027987	0.03468776	0.807	0.4198	1-Black,0-not
OTH	1	-0.241295	0.05030159	-4.797	0.0001	1-Other,0-not
SACTO	1	-0.168573	0.03987711	-4.227	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.723644	0.03183515	22.731	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP2	1	-0.007644	0.03472551	-0.220	0.8258	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.245737	0.05631773	4.363	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.065170	0.03620054	-1.800	0.0719	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.297660	0.05978313	4.979	0.0001	SACTO*FOLUP3

Table B.8--Continued

Dependent Variable: V239 CAN SHARE IDEAS-MISSION RELATED ISSUES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	1202.72909	63.30153	55.639	0.0001
Error	9349	10636.57407	1.13772		
C Total	9368	11839.30316			
Root MSE		1.06664	R-square	0.1016	
Dep Mean		2.89047	Adj R-sq	0.0998	
C.V.		36.90204			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.518486	0.10173833	24.755	0.0001	Intercept
V152	1	-0.079916	0.01695050	-4.715	0.0001	HOW LONG WORKED IN US?
V156W	1	0.137841	0.02637684	5.226	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.154476	0.02046185	7.549	0.0001	RECODED: PAY LEVELS
V159A	1	-0.064286	0.03311746	-1.941	0.0523	RECODED-CAREER-1,NO CAREER-0
V160	1	0.020686	0.00801935	2.580	0.0099	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.020825	0.01357543	1.534	0.1251	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.115381	0.03198284	3.608	0.0003	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.005464	0.01036043	-0.537	0.5979	AGE
V169	1	-0.037492	0.02609468	-1.437	0.1508	SEX
V172	1	-0.028297	0.00723289	-3.912	0.0001	EDUCATION LEVEL
WHS	1	0.014008	0.03124559	0.448	0.6539	1-Hispanic,0-not
BLK	1	-0.058634	0.03339517	-1.756	0.0792	1-Black,0-not
OTH	1	-0.107064	0.04842717	-2.211	0.0271	1-Other,0-not
SACTO	1	-0.193214	0.03839114	-5.033	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	3	0.646880	0.03064885	21.106	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP2	1	0.014133	0.03343151	0.423	0.6725	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.320412	0.05421913	5.910	0.0001	SACTO*FOLUP2
FOLUP3	1	0.001877	0.03485158	0.054	0.9571	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.434413	0.05755539	7.548	0.0001	SACTO*FOLUP3

Table B.8--continued

Dependent Variable: V241 BELIEVE MGT WANTS TO HEAR IDEAS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	1622.21316	85.37964	71.686	0.0001
Error	9349	11134.79707	1.19101		
C Total	9368	12757.01023			
Root MSE	1.09134	R-square	0.1272		
Dep Mean	2.54015	Adj R-sq	0.1254		
C.V.	42.96341				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.282712	0.10409380	21.929	0.0001	Intercept
V152	1	-0.092927	0.01734295	-5.358	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.133238	0.02698752	4.937	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.084951	0.02093558	4.058	0.0001	RECODED: PAY LEVELS
V159A	1	-0.105961	0.03388421	-3.127	0.0018	RECODED-CAREER-1,NO CAREER-0
V160	1	0.020205	0.00820502	2.463	0.0138	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.032163	0.01388973	2.316	0.0206	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.160098	0.03272332	4.892	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.033202	0.01060030	3.132	0.0017	AGE
V169	1	-0.099448	0.02669883	-3.725	0.0002	SEX
V172	1	-0.030984	0.00740034	-4.187	0.0001	EDUCATION LEVEL
MHS	1	0.147662	0.03196900	4.619	0.0001	1-Hispanic,0-not
BLK	1	0.056218	0.03416834	1.645	0.0999	1-Black,0-not
OTH	1	-0.158013	0.04954837	-3.189	0.0014	1-Other,0-not
SACTO	1	-0.255261	0.03927998	-6.499	0.0001	SACRAMENTO,1=YES,0-NO
SUPER	1	0.773364	0.03135844	24.662	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP2	1	0.012683	0.03420553	0.371	0.7108	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.228851	0.05547442	3.981	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.117635	0.03665847	-3.299	0.0010	YEAR 3 FOLLOWUP - 1=YES,0-NO
FLP3SACT	1	0.367630	0.05888793	6.243	0.0001	SACTO*FOLUP3

Table B.8--continued

Dependent Variable: V242

NEW EMPLOYEES-MGT WANTS PARTICIPTIVE TYPES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	370.15410	19.48179	18.723	0.0001
Error	9349	9727.95187	1.04053		
C Total	9368	10098.10597			
Root MSE		1.02007	R-square	0.0367	
Dep Mean		2.89558	Adj R-sq	0.0347	
C.V.		35.35052			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.368577	0.09729588	34.622	0.0001	Intercept
V152	1	-0.091587	0.01621035	-5.650	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.052685	0.02522508	2.089	0.0368	RECODED: WHITE/BLUE COLLAR
V157C	1	0.026757	0.01956837	1.367	0.1716	RECODED: PAY LEVELS
V159A	1	-0.108866	0.03167137	-3.437	0.0006	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.008177	0.00766918	-1.066	0.2863	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.026860	0.01298265	2.069	0.0386	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.002887	0.03058630	0.094	0.9248	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.018834	0.00990803	1.901	0.0574	AGE
V169	1	-0.056480	0.02495524	-2.263	0.0236	SEX
V172	1	-0.029416	0.00691706	-4.253	0.0001	EDUCATION LEVEL
WHS	1	0.084294	0.02988124	2.821	0.0048	1-Hispanic,0-not
BLK	1	0.113771	0.03193695	3.562	0.0004	1-Black,0-not
OTH	1	-0.024407	0.04631257	-0.527	0.5982	1-Other,0-not
SACTO	1	-0.263165	0.03671477	-7.168	0.0001	SACRAMENTO,1=YES,0=NO
SUPER	1	0.260997	0.02931056	8.905	0.0001	1-Supervisor,0=Non-Supervisor
FOLUP2	1	-0.085727	0.03197171	-2.681	0.0073	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.125235	0.05185162	2.415	0.0157	SACTO*FOLUP2
FOLUP3	1	-0.172385	0.03332977	-5.172	0.0001	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.223234	0.05504220	4.056	0.0001	SACTO*FOLUP3

Table B.8--continued

Dependent Variable: V243

STAFFING FLEXIBILITY FOR SUPERVISORY JOBS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	19	293.73131	15.45954	15.962	0.0001
Error	9349	9054.75783	0.96853		
C Total	9368	9348.48914			

Root MSE	0.98414	R-square	0.0314
Dep Mean	2.81377	Adj R-sq	0.0295
C.V.	34.97571		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.101395	0.09386899	33.040	0.0001	Intercept
V152	1	-0.080919	0.01563940	-5.174	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.036634	0.02433662	1.505	0.1323	RECODED: WHITE/BLUE COLLAR
V157C	1	0.013380	0.01887915	0.709	0.4785	RECODED: PAY LEVELS
V159A	1	-0.050240	0.03055586	-1.644	0.1002	RECODED-CAREER-1,NO CAREER-0
V160	1	0.002598	0.00739906	0.351	0.7255	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.012218	0.01252539	0.975	0.3293	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.044310	0.02950901	1.502	0.1332	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.042415	0.00955906	4.437	0.0001	AGE
V169	1	-0.017262	0.02407628	-0.717	0.4734	SEX
V172	1	-0.038150	0.00667343	-5.717	0.0001	EDUCATION LEVEL
WBS	1	0.064689	0.02882878	2.244	0.0249	1-Hispanic,0-not
BLK	1	0.109926	0.03081209	3.568	0.0004	1-Black,0-not
OTH	1	-0.039309	0.04468138	-0.880	0.3790	1-Other,0-not
SACTO	1	-0.212426	0.03542163	-5.997	0.0001	SACRAMENTO, 1=YES,0=NO
SUPER	1	0.204857	0.02827820	7.244	0.0001	1=Supervisor,0=Non-Supervisor
FOLUP2	1	-0.036308	0.03084563	-1.177	0.2392	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.056818	0.05002534	1.136	0.2561	SACTO*FOLUP2
FOLUP3	1	-0.135891	0.03215585	-4.226	0.0001	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.164545	0.05310355	3.099	0.0020	SACTO*FOLUP3

Table 3.9--Continued

Dependent Variable: V233		TEAM BLDG STRESSED IN DAY-TO-DAY OPERAT				
Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	16	481.66282	30.10393	22.870	0.0001	
Error	3377	4445.10679	1.31629			
C Total	3393	4926.76960				
Root MSE	1.14730	R-square	0.0978			
Dep Mean	2.97044	Adj R-sq	0.0935			
C.V.	38.62373					
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.403035	0.16953037	14.175	0.0001	Intercept
V152	1	-0.030255	0.03144585	-0.962	0.3360	HOW LONG WORKED IN DS?
V156W	1	0.086094	0.04792448	1.796	0.0725	RECODED: WHITE/BLUE COLLAR
V157C	1	0.034922	0.03741288	0.931	0.3521	RECODED: PAY LEVELS
V159A	1	-0.085755	0.06254154	-1.371	0.1704	RECODED-CAREER-1, NO CAREER-0
V160	1	0.027937	0.01415377	1.974	0.0485	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.004079	0.02379839	-0.172	0.8634	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.024975	0.04768283	0.524	0.5005	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.102325	0.01842993	5.552	0.0001	AGE
V169	1	0.019382	0.04606998	0.421	0.6740	SEX
V172	1	-0.045640	0.01306356	-3.494	0.0005	EDUCATION LEVEL
WHS	1	0.185718	0.06850472	2.711	0.0067	1-Hispanic, 0-not
BLK	1	0.177290	0.05699727	3.111	0.0019	1-Black, 0-not
OTH	1	-0.048281	0.06607473	-0.731	0.4650	1-Other, 0-not
SUPER	1	0.680720	0.06977869	9.755	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP2	1	0.483932	0.04641699	10.426	0.0001	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FOLUP3	1	0.589374	0.05093125	11.572	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO

Table B.8--continued

Dependent Variable: V234

TEAM BLDG IMPROVED RELATIONSHIP WITH SUPR

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	16	295.77827	18.48614	14.702	0.0001
Error	3377	4246.34522	1.25743		
C Total	3393	4542.12350			
Root MSE	1.12135	R-square	0.0651		
Dep Mean	2.70277	Adj R-sq	0.0607		
C.V.	41.48896				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.535427	0.16569678	15.302	0.0001	Intercept
V152	1	-0.098573	0.03073477	-3.207	0.0014	HOW LONG WORKED IN DS?
V156W	1	0.107268	0.04684076	2.290	0.0221	RECODED: WHITE/BLUE COLLAR
V157C	1	0.066858	0.03656686	1.828	0.0676	RECODED: PAY LEVELS
V159A	1	-0.098808	0.06112729	-1.616	0.1061	RECODED-CAREER-1, NO CAREER-0
V160	1	0.002533	0.01383371	0.183	0.8547	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.040702	0.02317228	-1.756	0.0791	HOW LONG BEEN A FEDERAL GOVT EMPLOYER?
V165	1	0.059076	0.04660458	1.268	0.2050	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.099774	0.01801318	5.539	0.0001	AGE
V169	1	-0.050328	0.04502819	-1.118	0.2638	SEX
V172	1	-0.005437	0.01276815	-0.426	0.6703	EDUCATION LEVEL
WHS	1	0.159593	0.06695562	2.384	0.0172	1-Hispanic,0-not
BLK	1	0.261073	0.05570839	4.686	0.0001	1-Black,0-not
OTH	1	-0.180143	0.06458058	-2.789	0.0053	1-Other,0-not
SUPER	1	0.563873	0.06820079	8.268	0.0001	1-Supervisor,0-Non-Supervisor
FOLUP2	1	0.253707	0.04536737	5.592	0.0001	YEAR 2 FOLLOWUP - 1=YES,0-NO
FOLUP3	1	0.218865	0.04977954	4.397	0.0001	YEAR 3 FOLLOWUP - 1=YES,0-NO

Table A.8--continued

Dependent Variable: V236		DIVISION SUPPORTS TEAM BLDG EFFORT			
Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Prob > F
Model	16	436.26874	27.26680	23.148	0.0001
Error	3377	3977.82749	1.17792		
C Total	3393	4414.09623			
Root MSE	1.08532	R-square	0.0988		
Dep Mean	3.31654	Adj R-sq	0.0946		
C.V.	32.72442				
Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	2.444997	0.16037231	15.246	0.0001
V152	1	-0.015942	0.02974714	-0.536	0.5921
V156W	1	0.159492	0.04533559	3.518	0.0004
V157C	1	0.095983	0.03519182	2.712	0.0067
V159A	1	-0.019331	0.05916304	-0.327	0.7439
V160	1	0.011507	0.01338918	0.859	0.3902
V161	1	-0.038626	0.02242766	-1.722	0.0851
V165	1	-0.003306	0.04510699	-0.073	0.9416
V168	1	0.098797	0.01743435	5.667	0.0001
V169	1	0.038450	0.04358127	0.882	0.3777
V172	1	0.007590	0.01235786	0.614	0.5391
WHS	1	0.072468	0.06480408	1.118	0.2635
BLK	1	0.085353	0.05391827	1.583	0.1135
OTH	1	-0.141334	0.06250536	-2.261	0.0238
SUPER	1	0.530904	0.06600924	8.043	0.0001
FOLUP2	1	0.461964	0.04390954	10.521	0.0001
FOLUP3	1	0.587546	0.04817994	12.195	0.0001

Variable Label
 Intercept
 HOW LONG WORKED IN DS?
 RECODED: WHITE/BLUE COLLAR
 RECODED: PAY LEVELS
 RECODED-CAREER-1, NO CAREER-0
 HOW LONG WORKED WITH IMMEDIATE SUPR?
 HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
 MEMBER OF LOCAL UNION FOR DS EMPLOYEES
 AGE
 SEX
 EDUCATION LEVEL
 1-Hispanic, 0-not
 1-Black, 0-not
 1-Other, 0-not
 1-Supervisor, 0-Non-Supervisor
 YEAR 2 FOLLOWUP - 1-YES, 0-NO
 YEAR 3 FOLLOWUP - 1-YES, 0-NO

Table B.8--continued

Dependent Variable: V238		Analysis of Variance					
TEAM BLDG IMPROVES RELATIONSHIP WITH PEERS		Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
		Model	16	352.40151	22.02509	18.304	0.0001
		Error	3377	4063.51699	1.20329		
		C Total	3393	4415.91850			
		Root MSE	1.09695	R-square	0.0798		
		Dep Mean	2.81841	Adj R-sq	0.0754		
		C.V.	38.92083				
		Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label	
INTERCEP	1	2.557663	0.16209046	15.779	0.0001	Intercept	
V152	1	-0.082743	0.03006584	-2.752	0.0060	HOW LONG WORKED IN DS?	
V156W	1	0.134400	0.04582129	2.933	0.0034	RECODED: WHITE/BLUE COLLAR	
V157C	1	0.069574	0.03577100	1.945	0.0519	RECODED: PAY LEVELS	
V159A	1	-0.054067	0.05979688	-0.904	0.3660	RECODED-CAREER=1,NO CAREER=0	
V160	1	0.002746	0.01353263	0.203	0.8392	HOW LONG WORKED WITH IMMEDIATE SUPR?	
V161	1	-0.051652	0.02266794	-2.279	0.0227	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	
V165	1	0.035356	0.04559025	0.776	0.4381	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	
V168	1	0.081892	0.01762113	4.647	0.0001	AGE	
V169	1	-0.065459	0.04404818	-1.486	0.1374	SEX	
V172	1	0.019329	0.01249026	1.547	0.1218	EDUCATION LEVEL	
NBS	1	0.116344	0.06549836	1.776	0.0758	1-Hispanic,0-not	
BLK	1	0.238438	0.05449592	4.375	0.0001	1-Black,0-not	
OTH	1	-0.231977	0.06317501	-3.672	0.0002	1-Other,0-not	
SUPER	1	0.716976	0.06671643	10.747	0.0001	1-Supervisor,0-Non-Supervisor	
FOLUP2	1	0.202629	0.04437996	4.566	0.0001	YEAR 2 FOLLOWUP - 1-YES,0-NO	
FOLUP3	1	0.253099	0.04869611	5.198	0.0001	YEAR 3 FOLLOWUP - 1-YES,0-NO	

Table B.8--continued

Dependent Variable: V240

TEAM BLDG CLASS IMPROVES COMMUNIC-UNITS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	16	296.44712	18.52794	15.458	0.0001
Error	3377	4047.75668	1.19863		
C Total	3393	4344.20380			

Root MSE 1.09482 R-square 0.0682
 Dep Mean 2.72065 Adj R-sq 0.0638
 C.V. 40.24105

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.760855	0.16177500	17.066	0.0001	
V152	1	-0.087436	0.03000748	-2.914	0.0036	WORKED IN DS?
V156M	1	0.099966	0.04573235	2.186	0.0289	RECODED: WHITE/BLUE COLLAR
V157C	1	0.052706	0.03570156	1.476	0.1400	RECODED: PAY LEVELS
V159A	1	-0.022369	0.05968081	-0.375	0.7078	RECODED-CAREER-1, NO CAREER-0
V160	1	-0.007425	0.01350636	-0.550	0.5826	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.041663	0.02262394	-1.842	0.0656	HOW LONG BEEN A FEDERAL GOVT EMPLOYER?
V165	1	-0.057747	0.04550175	-1.269	0.2045	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.089228	0.01758692	5.074	0.0001	AGE
V169	1	-0.092720	0.04396267	-2.109	0.0350	SEX
V172	1	0.002948	0.01246601	0.236	0.8131	EDUCATION LEVEL
WHS	1	0.032464	0.06537122	0.497	0.6195	1-Hispanic, 0-not
BLK	1	0.192321	0.05439014	3.536	0.0004	1-Black, 0-not
OTH	1	-0.242903	0.06305238	-3.852	0.0001	1-Other, 0-not
SUPER	1	0.611697	0.06658692	9.186	0.0001	1-Supervisor, 0-Non-Supervisor
FOLUP2	1	0.287706	0.04429382	6.495	0.0001	YEAR 2 FOLLOWUP - 1-YES, 0-NO
FOLUP3	1	0.313271	0.04860159	6.446	0.0001	YEAR 3 FOLLOWUP - 1-YES, 0-NO

Table B.8--continued

Dependent Variable: V267

DS BACKS ME WHEN I MAKE A DECISION

		Analysis of Variance				
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F	
Model	18	113.06705	6.28150			
Error	2059	2365.65857	1.14894	5.467	0.0001	
C Total	2077	2478.72561				
Root MSE	1.07188	R-square	0.0456			
Dep Mean	3.26718	Adj R-sq	0.0373			
C.V.	32.80758					

		Parameter Estimates				
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.966974	0.36106685	8.217	0.0001	Intercept
V152	1	-0.138539	0.04946209	-2.801	0.0051	HOW LONG WORKED IN DS?
V156W	1	-0.011143	0.06135089	-0.185	0.8533	RECODED: WHITE/BLUE COLLAR
V157C	1	0.159791	0.04230423	3.777	0.0002	RECODED: PAY LEVELS
V159A	1	-0.086271	0.08163463	-1.057	0.2907	RECODED-CAREER-1,NO CAREER-0
V160	1	-0.016253	0.01778573	-0.914	0.3609	HOW LONG WORKED WITH IMMEDIATE SUPK?
V161	1	0.094104	0.02960137	3.179	0.0015	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.208097	0.13807686	1.507	0.1319	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.009095	0.02508960	0.363	0.7170	AGE
V169	1	-0.134843	0.05691173	-2.369	0.0179	SEX
V172	1	-0.004766	0.01521220	-0.313	0.7541	EDUCATION LEVEL
WHS	1	0.001113	0.06396762	0.017	0.9861	1-Hispanic,0-not
BLK	1	-0.114481	0.07477691	-1.531	0.1259	1-Black,0-not
OTH	1	-0.221402	0.13247396	-1.671	0.0948	1-Other,0-not
SACTO	1	-0.258504	0.09260937	-2.791	0.0053	SACRAMENTO,1-YES,0-NO
FOLUP2	1	-0.026658	0.06085282	-0.438	0.6614	YEAR 2 FOLLOWUP - 1-YES,0-NO
FLP2SACT	1	-0.158664	0.13957911	-1.137	0.2558	SACTO*FOLUP2
FOLUP3	1	-0.111956	0.06715233	-1.667	0.0956	YEAR 3 FOLLOWUP - 1-YES,0-NO
FLP3SACT	1	-0.249361	0.17159527	-1.453	0.1463	SACTO*FOLUP3

Table B.9
MEANS FOR ITEMS ADDED IN YEAR THREE
SUPERVISORS

----- Site Name=SM -----

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	62	4	2.623	0.533	1.000	3.500
TISCALE	Combined TI items (v317-v321)	64	2	2.709	0.499	1.000	4.400
RIFSCALE1	Combined RIF items (v327-v331)	64	2	2.731	0.555	1.000	4.600
DLADVAR	1=Answered DLA Section	66	0	0.939	0.240	0.000	1.000
TIDVAR	1=Answered TI Section	66	0	0.970	0.173	0.000	1.000
RIFDVAR	1=Answered RIF Section	66	0	0.970	0.173	0.000	1.000

----- Site Name=OC -----

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	117	17	2.701	0.626	1.000	4.643
TISCALE	Combined TI items (v317-v321)	0	134
RIFSCALE1	Combined RIF items (v327-v331)	124	10	2.806	0.531	1.000	5.000
DLADVAR	1=Answered DLA Section	134	0	0.873	0.334	0.000	1.000
TIDVAR	1=Answered TI Section	134	0	0.000	0.000	0.000	0.000
RIFDVAR	1=Answered RIF Section	134	0	0.925	0.264	0.000	1.000

----- Site Name=SA -----

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	128	15	2.791	0.695	1.000	4.857
TISCALE	Combined TI items (v317-v321)	0	143
RIFSCALE1	Combined RIF items (v327-v331)	134	9	2.810	0.755	1.000	5.000
DLADVAR	1=Answered DLA Section	143	0	0.895	0.307	0.000	1.000
TIDVAR	1=Answered TI Section	143	0	0.000	0.000	0.000	0.000
RIFDVAR	1=Answered RIF Section	143	0	0.937	0.244	0.000	1.000

----- Site Name=OO -----

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	93	11	2.626	0.508	1.143	4.000
TISCALE	Combined TI items (v317-v321)	94	10	2.636	0.618	1.000	4.600
RIFSCALE1	Combined RIF items (v327-v331)	91	13	2.675	0.469	1.200	3.800
DLADVAR	1=Answered DLA Section	104	0	0.894	0.309	0.000	1.000
TIDVAR	1=Answered TI Section	104	0	0.904	0.296	0.000	1.000
RIFDVAR	1=Answered RIF Section	104	0	0.875	0.332	0.000	1.000

Table B.9--continued

Site Name=WR

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	77	13	2.840	0.623	1.000	4.643
TISCALE	Combined TI items (v317-v321)	0	90
RIFSCALE1	Combined RIF items (v327-v331)	76	14	2.904	0.654	1.000	4.900
DLADVAR	1=Answered DLA Section	90	0	0.856	0.354	0.000	1.000
TIDVAR	1=Answered TI Section	90	0	0.000	0.000	0.000	0.000
RIFDVAR	1=Answered RIF Section	90	0	0.844	0.364	0.000	1.000

Table B.9--continued
 MEANS FOR ITEMS ADDED IN YEAR THREE
 NON-SUPERVISORS

Site Name=SM

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	720	153	2.719	0.607	1.000	5.000
TISCALE	Combined TI items (v317-v321)	804	69	2.796	0.526	1.000	4.600
RIFSCAL1	Combined RIF items (v327-v331)	737	136	2.759	0.566	1.000	5.000
DLADVAR	1=Answered DLA Section	873	0	0.825	0.380	0.000	1.000
TIDVAR	1=Answered TI Section	873	0	0.921	0.270	0.000	1.000
RIFDVAR	1=Answered RIF Section	873	0	0.844	0.363	0.000	1.000

Site Name=OC

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	276	128	2.834	0.667	1.000	5.000
TISCALE	Combined TI items (v317-v321)	0	404
RIFSCAL1	Combined RIF items (v327-v331)	345	59	2.701	0.576	1.000	5.000
DLADVAR	1=Answered DLA Section	404	0	0.683	0.466	0.000	1.000
TIDVAR	1=Answered TI Section	404	0	0.000	0.000	0.000	0.000
RIFDVAR	1=Answered RIF Section	404	0	0.854	0.354	0.000	1.000

Site Name=SA

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	277	93	2.853	0.705	1.000	5.000
TISCALE	Combined TI items (v317-v321)	0	370
RIFSCAL1	Combined RIF items (v327-v331)	325	45	2.860	0.711	1.000	5.000
DLADVAR	1=Answered DLA Section	370	0	0.749	0.434	0.000	1.000
TIDVAR	1=Answered TI Section	370	0	0.000	0.000	0.000	0.000
RIFDVAR	1=Answered RIF Section	370	0	0.878	0.327	0.000	1.000

Site Name=OO

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	296	66	2.794	0.519	1.000	4.929
TISCALE	Combined TI items (v317-v321)	339	23	2.774	0.549	1.000	5.000
RIFSCAL1	Combined RIF items (v327-v331)	331	31	2.783	0.556	1.000	5.000
DLADVAR	1=Answered DLA Section	362	0	0.818	0.387	0.000	1.000
TIDVAR	1=Answered TI Section	362	0	0.936	0.244	0.000	1.000
RIFDVAR	1=Answered RIF Section	362	0	0.914	0.280	0.000	1.000

Table B.9--continued

Site Name=WR

Variable	Label	N	Nmiss	Mean	Std Dev	Minimum	Maximum
DLASCALE	Combined DLA items (v302-v315)	241	66	2.699	0.642	1.000	4.500
TISCALE	Combined TI items (v317-v321)	0	307
RIFSCALE	Combined RIF items (v327-v331)	263	44	2.763	0.666	1.000	5.000
DLADVAR	1=Answered DLA Section	307	0	0.785	0.411	0.000	1.000
TIDVAR	1=Answered TI Section	307	0	0.000	0.000	0.000	0.000
RIFDVAR	1=Answered RIF Section	307	0	0.857	0.351	0.000	1.000

Table B.10

REGRESSION RESULTS FOR ATTITUDE
 SCALES, CONTROLLING FOR RESPONSES
 TO YEAR THREE ITEMS

Dependent Variable: PM02 CONTROL OVER WORK

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	976.38326	39.05533	67.111	0.0001
Error	12528	7290.64704	0.58195		
C Total	12553	8267.03031			

Root MSE	0.76286	R-square	0.1181
Dep Mean	3.23752	Adj R-sq	0.1163
C.V.	23.56292		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.912854	0.14594854	6.255	0.0001	Intercept
V152	1	-0.044234	0.01010203	-4.379	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.163020	0.01635826	9.966	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.094359	0.01274830	7.402	0.0001	RECODED: PAY LEVELS
V159A	1	-0.006364	0.02003657	-0.318	0.7508	RECODED-CAREER=1,NO CAREER=0
V160	1	0.016239	0.00489276	3.319	0.0009	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.007911	0.00835983	0.946	0.3440	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.152272	0.01981034	7.686	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.007549	0.00647442	1.166	0.2436	AGE
V169	1	0.000504	0.01623984	0.031	0.9752	SEX
V172	1	-0.018562	0.00450746	-4.118	0.0001	EDUCATION LEVEL
WHS	1	0.039290	0.01956605	2.008	0.0447	1=Hispanic,0=not
BLK	1	-0.127997	0.02067041	-6.192	0.0001	1=Black,0=not
OTH	1	-0.164160	0.03059167	-5.366	0.0001	1=Other,0=not
SUPER	1	0.273232	0.01898584	14.391	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.267328	0.02733328	-9.780	0.0001	SACRAMENTO,1=YES,0=NO
DLASCALE	1	-0.014522	0.03064883	-0.474	0.6356	Combined DLA items (v302-v315)
TISCALE	1	0.366285	0.04384725	8.354	0.0001	Combined TI items (v317-v321)
RIFSCALI	1	0.301614	0.03052917	9.880	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.160095	0.04082724	3.921	0.0001	
FOLUP1	1	-0.039075	0.02416869	-1.617	0.1060	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.014196	0.03823476	0.371	0.7104	SACTO*FOLUP1
FOLUP2	1	-0.045251	0.02390587	-1.893	0.0584	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.159878	0.03909039	4.090	0.0001	SACTO*FOLUP2
FOLUP3	1	0.009794	0.02698369	0.363	0.7166	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.127657	0.04977682	2.565	0.0103	SACTO*FOLUP3

Table B.10--continued

Dependent Variable: PM03B EXPECTANCY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	928.44805	37.13792	48.882	0.0001
Error	12679	9632.83214	0.75975		
C Total	12704	10561.28020			
Root MSE		0.87163	R-square	0.0879	
Dep Mean		3.44940	Adj R-sq	0.0861	
C.V.		25.26914			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.108217	0.16576605	12.718	0.0001	Intercept
V152	1	-0.063876	0.01147373	-5.567	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.169261	0.01857946	9.110	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.110415	0.01447932	7.626	0.0001	RECODED: PAY LEVELS
V159A	1	-0.049940	0.02275722	-2.194	0.0282	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.008942	0.00555712	-1.609	0.1076	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.058558	0.00949496	-6.167	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.096418	0.02250028	4.285	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.005981	0.00735354	-0.813	0.4161	AGE
V169	1	0.002775	0.01844495	0.150	0.8804	SEX
V172	1	-0.024740	0.00511950	-4.833	0.0001	EDUCATION LEVEL
WHS	1	0.142357	0.02222281	6.406	0.0001	1=Hispanic,0=not
BLK	1	-0.183537	0.02347712	-7.818	0.0001	1=Black,0=not
OTH	1	-0.219880	0.03474554	-6.328	0.0001	1=Other,0=not
SUPER	1	0.316525	0.02156382	14.679	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.156242	0.03104471	-5.033	0.0001	SACRAMENTO,1=YES,0=NO
DIASCALE	1	0.059289	0.03481046	1.703	0.0886	Combined DLA items (v302-v315)
TISCALE	1	0.268750	0.04980102	5.396	0.0001	Combined TI items (v317-v321)
RIFSCAL1	1	0.186846	0.03467455	5.389	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.204426	0.04637094	4.408	0.0001	
FOLUP1	1	-0.082263	0.02745042	-2.997	0.0027	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.035328	0.04342644	0.814	0.4159	SACTO*FOLUP1
FOLUP2	1	-0.071800	0.02715191	-2.644	0.0082	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.130813	0.04439825	2.946	0.0032	SACTO*FOLUP2
FOLUP3	1	-0.080226	0.03064765	-2.618	0.0089	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.005445	0.05653572	0.096	0.9233	SACTO*FOLUP3

Table 9.10--continued

Dependent Variable: PM04		EXTERNAL EQUITY				
Analysis of Variance						
Source	DF	Sum of Squares	Mean Square			
Model	25	1211.83786	48.47351			
Error	12877	11648.39450	0.90459			
C Total	12902	12860.23236				
Root MSE	0.95110	R-square	0.0942			
Dep Mean	2.80010	Adj R-sq	0.0925			
C.V.	33.96655					
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.312841	0.17948515	7.314	0.0001	Intercept
V152	1	0.011830	0.01242332	0.952	0.3410	HOW LONG WORKED IN DS?
V156M	1	-0.303685	0.02011713	-15.096	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.059679	0.01567765	3.807	0.0001	RECODED: PAY LEVELS
V159A	1	-0.075055	0.02464065	-3.046	0.0023	RECODED-CAREER=1, NO CAREER-0
V160	1	-0.041456	0.08601703	-6.890	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.023835	0.01028078	-2.318	0.0204	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.161689	0.02436244	6.637	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.078155	0.00796213	9.816	0.0001	AGE
V169	1	0.122574	0.01997149	6.137	0.0001	SEX
V172	1	-0.027032	0.00554320	-4.877	0.0001	EDUCATION LEVEL
WHS	1	0.135047	0.02406201	5.612	0.0001	1=Hispanic, 0=not
BLK	1	0.009313	0.02542013	0.366	0.7141	1=Black, 0=not
OTH	1	-0.089152	0.03762114	-2.370	0.0178	1=Other, 0=not
SUPER	1	-0.006239	0.02334848	-0.267	0.7893	1=Supervisor, 0=Non-Supervisor
SACTO	1	-0.322418	0.03361403	-9.592	0.0001	SACRAMENTO, 1=YES, 0=NO
DIASCALE	1	0.146332	0.03769144	3.882	0.0001	Combined DIA items (v302-v315)
TISCALE	1	0.207390	0.05392264	3.846	0.0001	Combined TI items (v317-v321)
RIFSCALE1	1	0.102098	0.03754428	2.719	0.0065	Combined RIF items (v327-v331)
TIDVAR	1	0.077788	0.05020868	1.549	0.1213	
FOLUP1	1	0.035478	0.02972227	1.194	0.2326	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.172960	0.04702048	-3.678	0.0002	SACTO*FOLUP1
FOLUP2	1	-0.022705	0.02939905	-0.772	0.4399	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.157830	0.04807273	-3.283	0.0010	SACTO*FOLUP2
FOLUP3	1	-0.012993	0.03318410	-0.392	0.6954	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.057655	0.06121472	-0.877	0.3808	SACTO*FOLUP3

Table H.10--Continued

Dependent Variable: PM05B		EXTRINSIC REWARD IMPORTANCE				
Analysis of Variance						
Source	DF	Sum of Squares	Mean Square	F Value	Prob>>F	
Model	25	248.03195	9.92128	18.011	0.0001	
Error	12911	7111.86726	0.55084			
C Total	12936	7359.89921				
Root MSE		0.74218	R-square	0.0337		
Dep Mean		4.25528	Adj R-sq	0.0318		
C.V.		17.44152				
Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	4.686543	0.13987601	33.505	0.0001	Intercept
V152	1	-0.003195	0.00968172	-0.330	0.7414	HOW LONG WORKED IN DS?
V156W	1	-0.048244	0.01567764	-3.077	0.0021	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.073544	0.01221788	-6.019	0.0001	RECODED: PAY LEVELS
V159A	1	0.063602	0.01920290	3.312	0.0009	RECODED-CAREER=1, NO CAREER=0
V160	1	0.003085	0.00468918	0.658	0.5106	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.012413	0.00801200	-1.549	0.1213	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.011364	0.01898609	-0.599	0.5495	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.033540	0.00620503	-5.405	0.0001	AGE
V169	1	0.103604	0.01556414	6.657	0.0001	SEX
V172	1	-0.010264	0.00431991	-2.376	0.0175	EDUCATION LEVEL
WHS	1	0.143530	0.01875196	7.654	0.0001	1=Hispanic, 0=not
BLK	1	0.119590	0.01981037	6.037	0.0001	1=Black, 0=not
OTH	1	0.031400	0.02931884	1.071	0.2842	1=Other, 0=not
SUPER	1	0.007918	0.01819589	0.435	0.6635	1=Supervisor, 0=Non-Supervisor
SACTO	1	-0.112542	0.02619602	-4.296	0.0001	SACRAMENTO, 1=YES, 0=NO
DLASCALE	1	-0.062517	0.02937362	-2.128	0.0333	Combined DLA items (v302-v315)
TISCALE	1	-0.021469	0.04202289	-0.511	0.6094	Combined TI items (v317-v321)
RIFSCAL1	1	0.013940	0.02925893	0.476	0.6338	Combined RIF items (v327-v331)
TIDVAR	1	-0.005610	0.03912853	-0.143	0.8860	
FOLUP1	1	-0.036181	0.023316310	-1.562	0.1183	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.022761	0.03664391	-0.621	0.5345	SACTO*FOLUP1
FOLUP2	1	0.013161	0.022291121	0.574	0.5657	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.008063	0.03746394	-0.215	0.8296	SACTO*FOLUP2
FOLUP3	1	-0.003058	0.02586097	-0.118	0.9059	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.012056	0.04770573	-0.253	0.8005	SACTO*FOLUP3

Table R.10--continued

Dependent Variable: PM06

GENERAL SUPERVISION/DIRECTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	974.39838	38.97594	50.900	0.0001
Error	12492	9565.57564	0.76574		
C Total	12517	10539.97402			
Root MSE		0.87506			
Dep Mean		3.21345			
C.V.		27.23126			
R-square				0.0924	
Adj R-sq				0.0906	

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	t for HO: Parameter=0	Prob > t	Variable Label
INTERCEP	1	1.265482	0.1676565	7.548	0.0001	Intercept
V152	1	-0.057448	0.01160459	-4.950	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.090455	0.01879136	4.814	0.0001	RECORDED: WHITE/BLUE COLLAR
V157C	1	0.024921	0.01464446	1.702	0.0888	RECORDED: PAY LEVELS
V159A	1	-0.056741	0.02301677	-2.465	0.0137	RECORDED-CAREER=1, NO CAREER=0
V160	1	0.018930	0.00562050	3.368	0.0008	HOW LONG WORKED WITH IMMEDIATE SUPRS?
V161	1	-0.015508	0.00960325	-1.615	0.1064	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.129593	0.02275690	5.695	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.023192	0.00743741	3.118	0.0018	AGE
V169	1	-0.026301	0.01865532	-1.410	0.1586	SEX
V172	1	-0.041688	0.00517789	-8.051	0.0001	EDUCATION LEVEL
WHS	1	0.045332	0.02247626	2.017	0.0437	1=Hispanic, 0=not
BLK	1	-0.015890	0.02374489	-0.669	0.5034	1=Black, 0=not
OTH	1	-0.122805	0.03514182	-3.495	0.0005	1=Other, 0=not
SUPER	1	0.382312	0.02180976	17.529	0.0001	1=Supervisor, 0=Non-Supervisor
SACTO	1	-0.300269	0.03139878	-9.563	0.0001	SACRAMENTO, 1=YES, 0=NO
DLASCAL	1	-0.013342	0.03520748	-0.379	0.7047	Combined DLA Items (V302-V315)
TISCAL	1	0.405686	0.05036901	8.054	0.0001	Combined TI Items (V317-V321)
RIFSCAL1	1	0.293708	0.03507002	8.375	0.0001	Combined RIF Items (V327-V331)
TIDVAR	1	0.120942	0.04689981	2.579	0.0099	
FOLUP1	1	-0.006641	0.02776350	-0.239	0.8110	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLP2	1	-0.011133	0.044968	-0.405	0.3059	SACTO*FOLUP1
FOLP2SACT	1	0.184058	0.04490462	4.099	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.011049	0.03099719	-0.356	0.7215	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.184692	0.05718053	3.230	0.0012	SACTO*FOLUP3

Table B.10--Continued

Dependent Variable: PM07

GROUP FUNCTIONING

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	1190.48934	47.61957	61.879	0.0001
Error	12802	9851.91054	0.76956		
C Total	12827	11042.39987			
Root MSE		0.87725	R-square	0.1078	
Dep Mean		3.19643	Adj R-sq	0.1061	
C.V.		27.44459			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.114136	0.16603136	6.710	0.0001	Intercept
V152	1	-0.051453	0.01149209	-4.477	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.133443	0.01860919	7.171	0.0001	RECODED: WHITE/RACE COLLAR
V157C	1	0.107422	0.01450249	7.407	0.0001	RECODED: PAY LEVELS
V159A	1	-0.049906	0.02279364	-2.189	0.0286	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.002361	0.00556601	-0.424	0.6714	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.008514	0.00951016	-0.895	0.3707	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.071058	0.02253629	3.153	0.0016	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.058997	0.00736531	8.010	0.0001	AGE
V169	1	-0.061994	0.01847447	-3.356	0.0008	SEX
V172	1	-0.015572	0.00512769	-3.037	0.0024	EDUCATION LEVEL
WHS	1	0.090025	0.02225838	4.045	0.0001	1=Hispanic, 0=not
BLK	1	-0.062543	0.02351470	-2.660	0.0078	1=Black, 0=not
OTH	1	-0.167869	0.03480115	-4.824	0.0001	1=Other, 0=not
SUPER	1	0.437530	0.02159833	20.258	0.0001	1=Supervisor, 0=Non-Supervisor
SACTO	1	-0.206625	0.03109440	-6.645	0.0001	SACRAMENTO, 1=YES, 0=NO
DLASCALE	1	0.000831	0.03486617	0.024	0.9810	Combined DLA items (v302-v315)
TISCALE	1	0.327612	0.04988073	6.568	0.0001	Combined TI items (v317-v321)
RIFSCALE	1	0.292162	0.03473005	8.412	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.193259	0.04644515	4.161	0.0001	
FOLUP1	1	0.030154	0.02749436	1.097	0.2728	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	0.000240	0.04349594	0.006	0.9956	SACTO*FOLUP1
FOLUP2	1	0.001062	0.02719537	0.039	0.9688	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.153733	0.04446931	3.457	0.0005	SACTO*FOLUP2
FOLUP3	1	-0.027952	0.03069670	-0.911	0.3625	YEAR 3 FOLLOWUP - 1=YES, 0 NO
FLP3SACT	1	0.174817	0.05662621	3.087	0.0020	SACTO*FOLUP3

Table H.10--continued

Dependent Variable: PM00

INTENT TO TURNOVER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	1884.00839	75.36034	71.017	0.0001
Error	12885	13673.13070	1.06117		
C Total	12910	15557.13909			
Root MSE		1.03013	R-square	0.1211	
Dep Mean		2.77347	Adj R-sq	0.1194	
C.V.		37.14228			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	5.591435	0.19433901	28.772	0.0001	Intercept
V152	1	0.004761	0.01345145	0.354	0.7234	HOW LONG WORKED IN DS?
V156W	1	0.143349	0.02178198	6.581	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	-0.196972	0.01697511	-11.604	0.0001	RECODED: PAY LEVELS
V159A	1	0.061412	0.02667987	2.302	0.0214	RECODED-CAREER=1,NO CAREER=0
V160	1	0.007847	0.00651499	1.204	0.2284	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.018231	0.01113160	-1.638	0.1015	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.146624	0.02637863	-5.558	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.144537	0.00862106	-16.766	0.0001	AGE
V169	1	-0.030550	0.02162429	-1.413	0.1578	SEX
V172	1	0.060611	0.00600194	10.099	0.0001	EDUCATION LEVEL
WHS	1	-0.084391	0.02605334	-3.239	0.0012	1=Hispanic,0=not
BLK	1	0.046000	0.02752386	1.671	0.0947	1=Black,0=not
OTH	1	0.226882	0.04073460	5.570	0.0001	1=Other,0=not
SUPER	1	-0.208830	0.02528076	-8.260	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	0.260459	0.03639586	7.156	0.0001	SACRAMENTO,1=YES,0=NO
DLASCALE	1	-0.047849	0.04081071	-1.172	0.2410	Combined DLA items (v302-v315)
TISCALE	1	-0.361050	0.05838518	-6.184	0.0001	Combined TI items (v317-v321)
RIFSCALE	1	-0.310564	0.04065138	-7.640	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	-0.078242	0.05436386	-1.439	0.1501	
FOLUP1	1	-0.005484	0.03218203	-0.170	0.8647	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.099578	0.05091181	1.956	0.0505	SACTO*FOLUP1
FOLUP2	1	0.023215	0.03183207	0.729	0.4658	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.028876	0.05205114	-0.555	0.5791	SACTO*FOLUP2
FOLUP3	1	0.010420	0.03593036	0.290	0.7718	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.133177	0.06628074	-2.009	0.0445	SACTO*FOLUP3

Table 9.10--continued

Dependent Variable: PM10

INTRINSIC REWARD IMPORTANCE

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	482.24003	19.28960	33.723	0.0001
Error	12911	7385.16517	0.57201		
C Total	12936	7867.40520			
Root MSE		0.75631	R-square	0.0613	
Dep Mean		4.06337	Adj R-sq	0.0595	
C.V.		18.61291			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	3.586491	0.14253828	25.162	0.0001	Intercept
V152	1	-0.033151	0.00986599	-3.360	0.0008	HOW LONG WORKED IN DS?
V156W	1	0.101425	0.01597603	6.349	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.072751	0.01245042	5.843	0.0001	RECODED: PAY LEVELS
V159A	1	0.067325	0.01956839	3.441	0.0006	RECODED-CAREER=1,NO CAREER=0
V160	1	-0.002724	0.00477843	-0.570	0.5686	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.068350	0.00816449	-8.372	0.0001	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.002335	0.01934745	0.121	0.9039	MEMBER OF LOCAL UNION FOR DS EMPLOYERS
V168	1	0.010763	0.00632313	1.702	0.0888	AGE
V169	1	0.172862	0.01586037	10.899	0.0001	SEX
V172	1	0.035490	0.00440214	8.062	0.0001	EDUCATION LEVEL
WHS	1	0.146305	0.01910886	7.656	0.0001	1=Hispanic,0=not
BLK	1	0.046909	0.02018742	2.324	0.0202	1=Black,0=not
OTH	1	0.017744	0.02987686	0.594	0.5526	1=Other,0=not
SUPER	1	0.211208	0.01854222	11.391	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.065445	0.02669461	-2.452	0.0142	SACRAMENTO,1=YES,0=NO
DLASCALE	1	0.034513	0.02993269	1.153	0.2489	Combined DLA items (v302-v315)
TISCALE	1	-0.021460	0.04282271	-0.501	0.6163	Combined TI items (v317-v321)
RIFSCAL1	1	0.019178	0.02981582	0.643	0.5201	Combined RIF items (v327-v331)
TIDVAR	1	-0.013271	0.03987326	-0.333	0.7393	
FOLUP1	1	-0.058733	0.02360396	-2.488	0.0128	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.006070	0.03734136	-0.163	0.8709	SACTO*FOLUP1
FOLUP2	1	-0.015985	0.02334728	-0.685	0.4936	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.014025	0.03817699	-0.367	0.7134	SACTO*FOLUP2
FOLUP3	1	-0.028956	0.02635318	-1.099	0.2719	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.070964	0.04861372	-1.460	0.1444	SACTO*FOLUP3

Table B.10--continued

Dependent Variable: PM11

INTRINSIC WORK SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	2018.67897	80.74716	95.935	0.0001
Error	12787	10762.61875	0.84168		
C Total	12812	12781.29772			

Root MSE	0.91743	R-square	0.1579
Dep Mean	3.33111	Adj R-sq	0.1563
C.V.	27.54139		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.923166	0.17373908	5.314	0.0001	Intercept
V152	1	-0.013161	0.01202560	-1.094	0.2738	HOW LONG WORKED IN DS?
V156W	1	0.114629	0.01947309	5.887	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.257487	0.01517574	16.967	0.0001	RECODED: PAY LEVELS
V159A	1	-0.057729	0.02385180	-2.420	0.0155	RECODED-CAREER=1,NO CAREER=0
V160	1	0.001002	0.00582440	0.172	0.8634	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.019996	0.00995165	-2.009	0.0445	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.094805	0.02358250	4.020	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.087575	0.00770723	11.363	0.0001	AGE
V169	1	-0.083878	0.01933212	-4.339	0.0001	SEX
V172	1	-0.048715	0.00536574	-9.079	0.0001	EDUCATION LEVEL
WHS	1	0.172629	0.02329168	7.412	0.0001	1=Hispanic,0=not
BLK	1	-0.062795	0.02460633	-2.552	0.0107	1=Black,0=not
OTH	1	-0.169467	0.03641674	-4.654	0.0001	1=Other,0=not
SUPER	1	0.377793	0.02260100	16.716	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.333094	0.03253790	-10.237	0.0001	SACRAMENTO,1=YES,0=NO
DLASCALE	1	-0.023367	0.03648478	-0.640	0.5219	Combined DLA items (v302-v315)
TISCALE	1	0.331074	0.05219636	6.343	0.0001	Combined TI items (v317-v321)
RIFSCALE	1	0.335670	0.03634233	9.236	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.115311	0.04860129	2.373	0.0177	
FOLUP1	1	0.027468	0.02877074	0.955	0.3397	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.001149	0.04551516	-0.025	0.9799	SACTO*FOLUP1
FOLUP2	1	-0.046326	0.02845787	-1.628	0.1036	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.184690	0.04653372	3.969	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.044515	0.03212174	-1.386	0.1658	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.200623	0.05925498	3.386	0.0007	SACTO*FOLUP3

Table B.10--continued

Dependent Variable: PM12

JOB SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	1495.39319	59.81573	64.253	0.0001
Error	12911	12019.43145	0.93095		
C Total	12936	13514.82464			
Root MSE		0.96485	R-square	0.1106	
Dep Mean		3.54362	Adj R-sq	0.1089	
C.V.		27.22798			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.999230	0.18184165	5.495	0.0001	Intercept
V152	1	-0.027142	0.01258643	-2.156	0.0311	HOW LONG WORKED IN DS?
V156W	1	-0.073137	0.02038125	-3.588	0.0003	RECODED: WHITE/BLUE COLLAR
V157C	1	0.199248	0.01588349	12.544	0.0001	RECODED: PAY LEVELS
V159A	1	-0.075915	0.02496416	-3.041	0.0024	RECODED-CAREER=1,NO CAREER=0
V160	1	0.004249	0.00609603	0.697	0.4858	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.038500	0.01041576	-3.696	0.0002	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.123352	0.02468230	4.998	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.102433	0.00806667	12.698	0.0001	AGE
V169	1	-0.049016	0.02023370	-2.423	0.0154	SEX
V172	1	-0.049673	0.00561598	-8.845	0.0001	EDUCATION LEVEL
WHS	1	0.199872	0.02437792	8.199	0.0001	1=Hispanic,0=not
BLK	1	-0.083472	0.02575388	-3.241	0.0012	1=Black,0=not
OTH	1	-0.141634	0.03811508	-3.716	0.0002	1=Other,0=not
SUPER	1	0.243047	0.02365503	10.275	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.263087	0.03405535	-7.725	0.0001	SACRAMENTO,1=YES,0-NO
DLASCALE	1	-0.020059	0.03818630	-0.525	0.5994	Combined DLA items (v302-v315)
TISCALE	1	0.396793	0.05463061	7.263	0.0001	Combined TI items (v317-v321)
RIFSCALI	1	0.390383	0.03803721	10.263	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.119453	0.05086788	2.348	0.0189	
FOLUP1	1	-0.025687	0.03011250	-0.853	0.3937	YEAR1 FOLLOWUP - 1=YES,0-NO
FOLPSACT	1	-0.029871	0.04763783	-0.627	0.5306	SACTO*FOLUP1
FOLUP2	1	-0.019367	0.02978504	-0.650	0.5156	YEAR 2 FOLLOWUP - 1=YES,0-NO
FLP2SACT	1	0.070722	0.04870388	1.452	0.1465	SACTO*FOLUP2
FOLUP3	1	-0.047073	0.03361978	-1.400	0.1615	YEAR 3 FOLLOWUP - 1 YES,0-NO
FLP3SACT	1	0.178430	0.06201842	2.877	0.0040	SACTO*FOLUP3

Table B.10--continued

Dependent Variable: PM14

OPEN GROUP PROCESS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	1041.54547	41.66182	66.430	0.0001
Error	12682	7953.52464	0.62715		
C Total	12707	8995.07011			
Root MSE	0.79193	R-square	0.1158		
Dep Mean	2.80243	Adj R-sq	0.1140		
C.V.	28.25866				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.929629	0.15058987	6.173	0.0001	Intercept
V152	1	-0.058170	0.01042329	-5.581	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.126637	0.01687848	7.503	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.102314	0.01315371	7.778	0.0001	RECODED: PAY LEVELS
V159A	1	-0.062553	0.02067376	-3.026	0.0025	RECODED-CAREER=1, NO CAREER=0
V160	1	0.000300	0.00504835	0.059	0.9526	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.001270	0.00862568	-0.147	0.8829	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.113697	0.02044034	5.562	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.030337	0.00668031	4.541	0.0001	AGE
V169	1	-0.019232	0.01675628	-1.148	0.2511	SEX
V172	1	-0.023447	0.00465080	-5.041	0.0001	EDUCATION LEVEL
WHS	1	0.038333	0.02018827	1.899	0.0576	1=Hispanic,0=not
BLK	1	-0.009676	0.02132775	-0.454	0.6501	1=Black,0=not
OTH	1	-0.083976	0.03156453	-2.660	0.0078	1=Other,0=not
SUPER	1	0.482665	0.01958961	24.639	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.168895	0.02820251	-5.989	0.0001	SACRAMENTO, 1=YES, 0=NO
DLASCALE	1	0.024526	0.03162350	0.776	0.4380	Combined DLA items (v302-v315)
TISCALE	1	0.264842	0.04524165	5.854	0.0001	Combined TI items (v317-v321)
RIFSCAL1	1	0.247334	0.03150004	7.852	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.194601	0.04212560	4.620	0.0001	
FOLUP1	1	-0.015169	0.02493729	-0.608	0.5430	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.092978	0.03945067	2.357	0.0184	SACTO*FOLUP1
FOLUP2	1	-0.003194	0.02466611	-0.129	0.8970	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.243303	0.04033351	6.032	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.039960	0.02784180	-1.435	0.1512	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.285724	0.05135978	5.563	0.0001	SACTO*FOLUP3

Table B.10--Continued

Dependent Variable: PM15		ORGANIZATIONAL CLIMATE		Analysis of Variance			
Variable	DF	Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25			1016.48007	40.65920	84.563	0.0001
Error	12363			5944.34375	0.48082		
C Total	12388			6960.82381			
Root MSE	0.69341	R-square		0.1460			
Dep Mean	2.55443	Adj R-sq		0.1443			
C.V.	27.14539						
Parameter Estimates							
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label	
INTERCEP	1	0.978609	0.13354289	7.328	0.0001	Intercept	
V152	1	-0.098080	0.00924336	-10.611	0.0001	HOW LONG WORKED IN DS?	
V156W	1	0.079287	0.01496781	5.297	0.0001	RECODED: WHITE/BLUE COLLAR	
V157C	1	0.063182	0.01166469	5.417	0.0001	RECODED: PAY LEVELS	
V159A	1	-0.100291	0.01833346	-5.470	0.0001	RECODED-CAREER=1, NO CAREER=0	
V160	1	0.001894	0.00447687	0.423	0.6723	HOW LONG WORKED WITH IMMEDIATE SUPR?	
V161	1	0.014602	0.00764924	1.909	0.0563	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	
V165	1	0.095849	0.01812646	5.288	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	
V168	1	0.048375	0.00592409	8.166	0.0001	AGE	
V169	1	-0.050947	0.01485945	-3.429	0.0006	SEX	
V172	1	-0.033867	0.00412432	-8.212	0.0001	EDUCATION LEVEL	
WHS	1	0.136863	0.01790293	7.645	0.0001	1=Hispanic, 0=not	
BLK	1	0.015465	0.01891342	0.818	0.4136	1=Black, 0=not	
OTH	1	-0.048234	0.02799138	-1.723	0.0849	1=Other, 0=not	
SUPER	1	0.302213	0.01737204	17.396	0.0001	1=Supervisor, 0=Non-Supervisor	
SACTO	1	-0.323378	0.02500995	-12.930	0.0001	SACRAMENTO, 1=YES, 0=NO	
DLASCALE	1	0.056113	0.02804368	2.001	0.0454	Combined DLA items (v302-v315)	
TISCALE	1	0.272802	0.04012023	6.800	0.0001	Combined TI items (v317-v321)	
RIFSCALI	1	0.243258	0.02793419	8.708	0.0001	Combined RIF items (v327-v331)	
TIDVAR	1	0.087541	0.03735692	2.343	0.0191		
FOLUP1	1	0.007391	0.02211435	0.334	0.7382	YEAR1 FOLLOWUP - 1=YES, 0=NO	
FOLPSACT	1	-0.015029	0.03498480	-0.430	0.6675	SACTO*FOLUP1	
FOLUP2	1	0.000287	0.02187387	0.013	0.9895	YEAR 2 FOLLOWUP - 1=YES, 0=NO	
FLP2SACT	1	0.054723	0.03576770	1.530	0.1261	SACTO*FOLUP2	
FOLUP3	1	-0.006665	0.02469007	-0.270	0.7872	YEAR 3 FOLLOWUP - 1=YES, 0=NO	
FLP3SACT	1	0.184128	0.04554578	4.043	0.0001	SACTO*FOLUP3	

Table H.10--continued

Dependent Variable: PM18D		Analysis of Variance					
PAY-PERFORMANCE LINK/PERFORMANCE REWARDS		Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
		Model	25	1268.74981	50.74999	106.015	0.0001
		Error	12343	5908.66413	0.47871		
		C Total	12368	7177.41394			
		Root MSE	0.69189	R-square	0.1768		
		Dep Mean	2.36129	Adj R-sq	0.1751		
		C.V.	29.30113				
Parameter Estimates		Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label	
INTERCEP	1	0.858717	0.13335702	6.439	0.0001	Intercept	
V152	1	-0.071887	0.00923049	-7.788	0.0001	HOW LONG WORKED IN DS?	
V156W	1	0.131456	0.01494698	8.795	0.0001	RECODED: WHITE/BLUE COLLAR	
V157C	1	0.098953	0.01164846	8.495	0.0001	RECODED: PAY LEVELS	
V159A	1	-0.124990	0.01830794	-6.827	0.0001	RECODED-CAREER=1, NO CAREER=0	
V160	1	-0.007117	0.00447064	-1.592	0.1114	HOW LONG WORKED WITH IMMEDIATE SUPR?	
V161	1	0.010266	0.00763860	1.344	0.1790	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?	
V165	1	0.079864	0.01810123	4.412	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES	
V168	1	0.024200	0.00591584	4.091	0.0001	AGE	
V169	1	-0.065237	0.01483877	-4.396	0.0001	SEX	
V172	1	-0.034915	0.00411858	-8.477	0.0001	EDUCATION LEVEL	
WHS	1	0.214482	0.01787801	11.997	0.0001	1=Hispanic, 0=not	
BLK	1	0.010302	0.01888710	0.545	0.5855	1=Black, 0=not	
OTH	1	-0.010349	0.02795242	-0.370	0.7112	1=Other, 0=not	
SUPER	1	0.353898	0.01734786	20.400	0.0001	1=Supervisor, 0=Non-Supervisor	
SACTO	1	-0.190377	0.02497514	-7.623	0.0001	SACRAMENTO, 1=YES, 0=NO	
DLASCALE	1	0.070333	0.02800465	2.511	0.0120	Combined DLA items (v302-v315)	
TISCALE	1	0.248533	0.04006439	6.203	0.0001	Combined TI items (v317-v321)	
RIFSCALE	1	0.233786	0.02789531	8.381	0.0001	Combined RIF items (v327-v331)	
TIDVAR	1	0.088112	0.03730493	2.362	0.0182		
FOLUP1	1	0.013715	0.02208357	0.621	0.5346	YEAR1 FOLLOWUP - 1=YES, 0=NO	
FOLUP2	1	-0.182368	0.03493610	-5.220	0.0001	SACTO*FOLUP1	
FOLUP3	1	-0.062728	0.02184343	-2.872	0.0041	YEAR 2 FOLLOWUP - 1=YES, 0=NO	
FOLUP3	1	-0.141188	0.03571792	-3.953	0.0001	SACTO*FOLUP2	
FOLUP3	1	-0.123350	0.02465571	-5.003	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO	
FOLUP3	1	-0.041281	0.04548239	-0.908	0.3641	SACTO*FOLUP3	

Table B.10--Continued

Dependent Variable: PM19		PAY SATISFACTION	
Analysis of Variance			
Source	DF	Sum of Squares	Mean Square
Model	25	1906.45845	76.25834
Error	12786	14424.09503	1.12812
C Total	12811	16330.55348	
Root MSE	1.06213	R-square	0.1167
Dep Mean	2.75084	Adj R-sq	0.1150
C.V.	38.61106		

Parameter Estimates			
Variable	DF	Parameter Estimate	Standard Error
INTERCEP	1	-0.042290	0.20114849
V152	1	0.008438	0.01392278
V156M	1	-0.288320	0.02254521
V157C	1	0.387739	0.01756990
V159A	1	-0.075491	0.02761471
V160	1	-0.029976	0.00674327
V161	1	-0.003448	0.01152164
V165	1	0.170714	0.02730292
V168	1	0.049424	0.00892314
V169	1	0.159611	0.02238199
V172	1	-0.048524	0.00621225
WHS	1	0.024084	0.02696622
BLK	1	-0.279965	0.02848827
OTH	1	-0.083979	0.04216191
SUPER	1	0.130266	0.02616658
SACTO	1	-0.220113	0.03767114
DLASCALE	1	0.182939	0.04224068
TJSCALE	1	0.257242	0.06043095
RIFSCALI	1	0.192344	0.04207577
TIDVAR	1	0.128158	0.05626872
FOLUP1	1	0.078010	0.03330966
FOLPSACT	1	-0.164282	0.05269572
FOLUP2	1	0.086403	0.03294744
FLP2SACT	1	-0.130721	0.05387496
FOLUP3	1	0.027905	0.03718933
FLP3SACT	1	0.036423	0.06860316

Variable	Label	Parameter=0	T for H0:	Prob > T
Intercept		-0.210		0.8335
HOW LONG WORKED IN DS?		0.606		0.5445
RECODED: WHITE/BLUE COLLAR		-12.789		0.0001
RECODED: PAY LEVELS		22.068		0.0001
RECODED-CAREER=1, NO CAREER=0		-2.734		0.0063
HOW LONG WORKED WITH IMMEDIATE SUPR?		-4.445		0.0001
HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?		-0.299		0.7648
MEMBER OF LOCAL UNION FOR DS EMPLOYEES		6.253		0.0001
AGE		5.539		0.0001
SEX		7.131		0.0001
EDUCATION LEVEL		-7.811		0.0001
1=Hispanic, 0=not		0.893		0.3718
1=Black, 0=not		-9.827		0.0001
1=Other, 0=not		-1.992		0.0464
1=Supervisor, 0=Non-Supervisor		4.978		0.0001
SACRAMENTO, 1=YES, 0=NO		-5.843		0.0001
Combined DLA items (v302-v315)		4.331		0.0001
Combined TI items (v317-v321)		4.257		0.0001
Combined RIF items (v327-v331)		4.571		0.0001
YEAR1 FOLLOWUP - 1=YES, 0=NO		2.278		0.0228
SACTO*FOLUP1		2.342		0.0192
YEAR 2 FOLLOWUP - 1=YES, 0=NO		-3.118		0.0018
SACTO*FOLUP2		2.622		0.0087
YEAR 3 FOLLOWUP - 1 YES, 0=NO		-2.426		0.0153
SACTO*FOLUP3		0.750		0.4531
SACTO*FOLUP1		0.531		0.5955

Table B.10--continued

Dependent Variable: PM21B

RECONSIDERATION/REDRESS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	1977.92613	79.11705	129.703	0.0001
Error	12911	7875.52484	0.60999		
C Total	12936	9853.45097			

Root MSE	0.78102	R-square	0.2007
Dep Mean	2.98580	Adj R-sq	0.1992
C.V.	26.15766		

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.004573	0.14719435	6.825	0.0001	Intercept
V152	1	-0.091946	0.01018826	-9.025	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.118841	0.01649790	7.203	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.078830	0.01285712	6.131	0.0001	RECODED: PAY LEVELS
V159A	1	-0.059285	0.02020760	-2.934	0.0034	RECODED-CAREER=1,NO CAREER=0
V160	1	0.005374	0.00493452	1.089	0.2761	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.008904	0.00843119	1.066	0.2866	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.211754	0.01997945	10.599	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.042887	0.00652968	6.568	0.0001	AGE
V169	1	0.002030	0.01637846	0.124	0.9014	SEX
V172	1	-0.024027	0.00454593	-5.285	0.0001	EDUCATION LEVEL
WHS	1	-0.026945	0.01973306	-1.365	0.1721	1=Hispanic,0=not
BLK	1	-0.137966	0.02084685	-6.618	0.0001	1=Black,0=not
OTH	1	-0.143997	0.03085280	-4.667	0.0001	1=Other,0=not
SUPER	1	0.701861	0.01914791	36.655	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.188120	0.02756660	-6.824	0.0001	SACRAMENTO,1=YES,0=NO
DLASCALE	1	0.021776	0.03091045	0.704	0.4811	Combined DLA items {v302-v315}
TISCALE	1	0.264146	0.04422154	5.973	0.0001	Combined TI items {v317-v321}
RIFSCAL1	1	0.245163	0.03078977	7.962	0.0001	Combined RIF items {v327-v331}
TIDVAR	1	0.168613	0.04117574	4.095	0.0001	
FOLUP1	1	0.008630	0.02437500	0.354	0.7233	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.042228	0.03856113	1.095	0.2735	SACTO*FOLUP1
FOLUP2	1	0.011327	0.02410993	0.470	0.6385	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.072140	0.03942406	1.830	0.0673	SACTO*FOLUP2
FOLUP3	1	0.011332	0.02721402	0.416	0.6771	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.074715	0.05020171	1.488	0.1367	SACTO*FOLUP3

Table B.10--continued

SATISFACTION WITH PROMOTIONS

Dependent Variable: PM23

Analysis of Variance		Parameter Estimates			
Source	DF	Squares	Mean Square	F Value	Prob>F
Model	25	2441.38993	97.65560	95.870	0.0001
Error	12911	13151.41100	1.01862		
C Total	12936	15592.80092			
Root MSE	1.00927	R-square	0.1566		
Dep Mean	2.27305	Adj R-sq	0.1549		
C.V.	44.40151				

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTFCRCP	1	0.592281	0.19021185	3.114	0.0019	Intercept
V152	1	-0.110299	0.01316578	-8.378	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.177549	0.02131940	8.328	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.137044	0.01661461	8.248	0.0001	RECODED: PAY LEVELS
V159A	1	-0.137898	0.02611327	-5.281	0.0001	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.000857	0.00637663	-0.134	0.8931	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.007264	0.01089520	-0.667	0.5050	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.105855	0.02581843	4.100	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	-0.014360	0.00843798	-1.702	0.0888	AGE
V169	1	-0.031059	0.02116506	-1.467	0.1423	SEX
V172	1	-0.050205	0.00587448	-8.546	0.0001	EDUCATION LEVEL
MHS	1	0.246258	0.02550004	9.657	0.0001	1=Hispanic, 0=not
BLK	1	-0.0922349	0.02693934	-3.428	0.0006	1=Black, 0=not
OTH	1	-0.048738	0.03986953	-1.022	0.3069	1=Other, 0=not
SUPER	1	0.598183	0.02474387	24.175	0.0001	1=Supervisor, 0=Non-Supervisor
SACTO	1	-0.194682	0.03562293	-5.465	0.0001	SACRAMENTO, 1=YES, 0=NO
DLASCALF	1	0.068818	0.03994402	1.723	0.0849	Combined DLA Items (V302-V315)
TISCALF	1	0.277339	0.05714526	4.853	0.0001	Combined TI Items (V317-V321)
RIFSCALI	1	0.318261	0.03978807	7.999	0.0001	Combined RIF Items (V327-V331)
TIDVAR	1	0.109819	0.05320934	2.064	0.0390	YEARS FOLLOWUP - 1=YES, 0=NO
FOLUP1	1	0.021676	0.03149858	0.688	0.4914	YEARS FOLLOWUP - 1=YES, 0=NO
FOLPFSACT	1	-0.226213	0.04983060	-4.540	0.0001	SACTO*FOLUP1
FOLUP2	1	-0.054686	0.031115605	-1.755	0.0792	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.201588	0.05094573	-3.957	0.0001	SACTO*FOLUP2
FOLUP3	1	-0.179624	0.03516731	-5.108	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.005779	0.06487314	0.089	0.9290	SACTO*FOLUP3

Table 9.10--continued

Dependent Variable: PM31B TRAINING OPPORTUNITIES

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	1556.70588	62.26824	74.242	0.0001
Error	12855	10781.78136	0.83872		
C Total	12880	12338.48724			
Root MSE		0.91582	R-square	0.1262	
Dep Mean		2.94297	Adj R-sq	0.1245	
C.V.		31.11889			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.767946	0.17297472	4.440	0.0001	Intercept
V152	1	-0.064758	0.01197269	-5.409	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.053621	0.01938742	2.766	0.0057	RECODED: WHITE/BLUE COLLAR
V157C	1	0.138943	0.01510898	9.196	0.0001	RECODED: PAY LEVELS
V159A	1	-0.127004	0.02374687	-5.348	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	0.003290	0.00579878	0.567	0.5705	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.004407	0.00990787	0.445	0.6565	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.138638	0.02347875	5.905	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.043534	0.00767332	5.673	0.0001	AGE
V169	1	-0.105272	0.01924707	-5.470	0.0001	SEX
V172	1	-0.046426	0.00534213	-8.690	0.0001	EDUCATION LEVEL
MHS	1	0.133556	0.02318921	5.759	0.0001	1=Hispanic,0=not
BLK	1	0.025847	0.02449807	1.055	0.2914	1=Black,0=not
OTH	1	-0.079127	0.03625652	-2.182	0.0291	1=Other,0=not
SUPER	1	0.394733	0.02250157	17.542	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.404839	0.03239475	-12.497	0.0001	SACRAMENTO,1=YES,0=NO
DLASCALE	1	0.010340	0.03632426	0.285	0.7759	Combined DLA items (v302-v315)
TISCALE	1	0.390521	0.05196672	7.515	0.0001	Combined TI items (v317-v321)
RIFSCAL1	1	0.323064	0.03618244	8.929	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.165339	0.04838747	3.417	0.0006	
FOLUP1	1	0.014139	0.02864416	0.494	0.6216	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	0.086739	0.04531492	1.914	0.0556	SACTO*FOLUP1
FOLUP2	1	-0.053746	0.02833267	-1.897	0.0579	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	0.227482	0.04632899	4.910	0.0001	SACTO*FOLUP2
FOLUP3	1	0.012449	0.03198042	0.389	0.6971	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	0.236867	0.05899429	4.015	0.0001	SACTO*FOLUP3

Table 3.10--continued

Dependent Variable: PAYDETRM PAY DETERMINANTS

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	1691.68543	67.66742	47.471	0.0001
Error	12911	18403.96701	1.42545		
C Total	12936	20095.65243			
Root MSE		1.19392	R-square	0.0842	
Dep Mean		2.96646	Adj R-sq	0.0824	
C.V.		40.24729			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.514564	0.22501275	6.731	0.0001	Intercept
V152	1	-0.038455	0.01557457	-2.469	0.0136	HOW LONG WORKED IN DS?
V156W	1	0.090211	0.02521997	3.577	0.0003	RECODED: WHITE/BLUE COLLAR
V157C	1	0.001699	0.01965439	0.086	0.9311	RECODED: PAY LEVELS
V159A	1	-0.146512	0.03089092	-4.743	0.0001	RECODED-CAREER=1,NO CAREER=0
V160	1	0.005777	0.00754329	0.766	0.4437	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	0.018462	0.01288857	1.432	0.1521	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.066763	0.03054214	2.186	0.0288	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.080640	0.00998178	8.079	0.0001	AGE
V169	1	-0.051208	0.02503739	-2.045	0.0409	SEX
V172	1	-0.051771	0.00694927	-7.450	0.0001	EDUCATION LEVEL
WHS	1	0.505400	0.03016550	16.754	0.0001	1=Hispanic,0=not
BLK	1	0.342815	0.03186812	10.757	0.0001	1=Black,0=not
OTH	1	0.214570	0.04716400	4.549	0.0001	1=Other,0=not
SUPER	1	0.436344	0.02927098	14.907	0.0001	1=Supervisor,0=Non-Supervisor
SACTO	1	-0.077711	0.04214045	-1.844	0.0652	SACRAMENTO, 1=YES, 0=NO
DLASCALE	1	0.086128	0.04725212	1.823	0.0684	Combined DLA items (v302-v315)
TISCALE	1	0.071691	0.06760048	1.061	0.2889	Combined TI items (v317-v321)
RIFSCAL1	1	0.298217	0.04706764	6.336	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.111514	0.06294444	1.772	0.0765	
FOLUP1	1	0.067015	0.03726152	1.799	0.0721	YEAR1 FOLLOWUP - 1=YES,0=NO
FOLPSACT	1	-0.129537	0.05894754	-2.197	0.0280	SACTO*FOLUP1
FOLUP2	1	0.029299	0.03685632	0.795	0.4267	YEAR 2 FOLLOWUP - 1=YES,0=NO
FLP2SACT	1	-0.169670	0.06026669	-2.815	0.0049	SACTO*FOLUP2
FOLUP3	1	0.019404	0.04160147	0.466	0.6409	YEAR 3 FOLLOWUP - 1=YES,0=NO
FLP3SACT	1	-0.141102	0.07674224	-1.839	0.0660	SACTO*FOLUP3

Table 8.10--continued

Dependent Variable: UNIONSAT UNION SATISFACTION

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	725.12230	29.00489	47.816	0.0001
Error	12723	7717.65180	0.60659		
C Total	12748	8442.77410			
Root MSE		0.77884	R-square	0.0859	
Dep Mean		2.48649	Adj R-sq	0.0841	
C.V.		31.32280			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	0.887912	0.14786253	6.005	0.0001	Intercept
V152	1	-0.093472	0.01023451	-9.133	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.160845	0.01657279	9.705	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.053370	0.01291548	4.132	0.0001	RECODED: PAY LEVELS
V159A	1	-0.044566	0.02029933	-2.195	0.0282	RECODED-CAREER=1, NO CAREER=0
V160	1	0.003539	0.00495692	0.714	0.4753	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.020135	0.00846946	-2.377	0.0175	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	-0.022135	0.02007014	-1.103	0.2701	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.065342	0.00655932	9.962	0.0001	AGE
V169	1	0.090569	0.01645281	5.991	0.0001	SEX
V172	1	-0.023297	0.00456657	-5.102	0.0001	EDUCATION LEVEL
WHS	1	0.090792	0.01982264	4.580	0.0001	1=Hispanic, 0=not
BLK	1	0.044830	0.02094148	2.141	0.0323	1=Black, 0=not
OTH	1	-0.148326	0.03099286	-4.786	0.0001	1=Other, 0=not
SUPER	1	0.109171	0.01923483	5.676	0.0001	1=Supervisor, 0=Non-Supervisor
SACTO	1	-0.159473	0.02769173	-5.759	0.0001	SACRAMENTO, 1=YES, 0=NO
DLASCALE	1	0.121052	0.03105077	3.899	0.0001	Combined DLA items (v302-v315)
TISCALE	1	0.270796	0.04442228	6.096	0.0001	Combined TI items (v317-v321)
RIFSCAL1	1	0.174169	0.03092954	5.631	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.148309	0.04136266	3.586	0.0003	
FOLUP1	1	0.041779	0.02448565	1.706	0.0880	YEAR1 FOLLOWUP - 1=YES, 0 NO
FOLPSACT	1	-0.120725	0.03873617	-3.117	0.0018	SACTO*FOLUP1
FOLUP2	1	0.004608	0.02421938	0.190	0.8491	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	-0.102698	0.03960303	-2.593	0.0095	SACTO*FOLUP2
FOLUP3	1	0.040522	0.02733756	1.482	0.1383	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	-0.176930	0.05042960	-3.508	0.0005	SACTO*FOLUP3

Table H.10--continued

Dependent Variable: ORGINVOL ORGANIZATIONAL INVOLVEMENT

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	467.74595	18.70984	65.472	0.0001
Error	12186	3482.36449	0.28577		
C Total	12211	3950.11044			

Root MSE 0.53457 R-square 0.1184
 Dep Mean 3.78599 Adj R-sq 0.1166
 C.V. 14.11975

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	2.834515	0.10369606	27.335	0.0001	Intercept
V152	1	-0.025021	0.00717747	-3.486	0.0005	HOW LONG WORKED IN DS?
V156W	1	0.067263	0.01162250	5.787	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.115407	0.00905763	12.741	0.0001	RECODED: PAY LEVELS
V159A	1	0.020665	0.01423593	1.452	0.1466	RECODED-CAREER=1, NO CAREER=0
V160	1	-0.014515	0.00347629	-4.175	0.0001	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.016355	0.00593964	-2.754	0.0059	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.012424	0.01407520	0.883	0.3774	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.034645	0.00460006	7.531	0.0001	AGE
V169	1	-0.048870	0.01153836	-4.235	0.0001	SEX
V172	1	0.014846	0.00320254	4.636	0.0001	EDUCATION LEVEL
WHS	1	0.038053	0.01390163	2.737	0.0062	1=Hispanic, 0=not
BLK	1	-0.060173	0.01468627	-4.097	0.0001	1=Black, 0=not
OTH	1	-0.103723	0.02173531	-4.772	0.0001	1=Other, 0=not
SUPER	1	0.257345	0.01348939	19.078	0.0001	1=Supervisor, 0=Non-Supervisor
SACTO	1	-0.108969	0.01942023	-5.611	0.0001	SACRAMENTO, 1=YES, 0=NO
DLASCALE	1	0.038215	0.02177592	1.755	0.0793	Combined DLA items (v3102-v315)
TISCALE	1	0.168832	0.03115336	5.419	0.0001	Combined TI items (v317-v321)
RIFSCAL1	1	0.024594	0.02169090	1.134	0.2569	Combined RIF items (v327-v331)
TIDVAR	1	0.016652	0.02900765	0.574	0.5659	
FOLUP1	1	-0.014030	0.01717180	-0.817	0.4139	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLPSACT	1	-0.030185	0.02716570	-1.111	0.2665	SACTO*FOLUP1
FOLUP2	1	0.000311	0.01698506	0.018	0.9854	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FLP2SACT	1	0.079484	0.02777362	2.862	0.0042	SACTO*FOLUP2
FOLUP3	1	0.030064	0.01917184	1.568	0.1169	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FLP3SACT	1	0.024535	0.03536630	0.694	0.4879	SACTO*FOLUP3

Table U.10--Continued

Dependent Variable: SUPVNUNT		SATISFACTION WITH SUPERVISION/UNIT			
Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	25	1091.39934	43.65597	56.690	0.0001
Error	12659	9748.54342	0.77009		
C Total	12684	10839.94277			
Root MSE	0.87755	R-square	0.1007		
Dep Mean	3.05921	Adj R-sq	0.0989		
C.V.	28.68540				

Parameter Estimates						
Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T	Variable Label
INTERCEP	1	1.282489	0.16702189	7.679	0.0001	Intercept
V152	1	-0.071975	0.01156066	-6.226	0.0001	HOW LONG WORKED IN DS?
V156W	1	0.195767	0.01872022	10.458	0.0001	RECODED: WHITE/BLUE COLLAR
V157C	1	0.085967	0.01458901	5.893	0.0001	RECODED: PAY LEVELS
V159A	1	-0.059503	0.02292963	-2.595	0.0095	RECODED-CAREER=1, NO CAREER=0
V160	1	0.00028921	0.00559922	0.005	0.9959	HOW LONG WORKED WITH IMMEDIATE SUPR?
V161	1	-0.003366	0.00956689	-0.352	0.7249	HOW LONG BEEN A FEDERAL GOVT EMPLOYEE?
V165	1	0.120778	0.02267074	5.327	0.0001	MEMBER OF LOCAL UNION FOR DS EMPLOYEES
V168	1	0.000397	0.00740925	0.054	0.9573	AGE
V169	1	-0.039467	0.01858469	-2.124	0.0337	SEX
V172	1	-0.042116	0.00515829	-8.165	0.0001	EDUCATION LEVEL
WHS	1	0.070388	0.02239117	3.144	0.0017	1=Hispanic, 0=not
BLK	1	-0.011710	0.02365499	-0.495	0.6206	1=Black, 0=not
OTH	1	-0.125818	0.03500877	-3.594	0.0003	1=Other, 0=not
SUPER	1	0.409985	0.02172719	18.870	0.0001	1=Supervisor, 0=Non-Supervisor
SACTO	1	-0.251336	0.03127990	-8.035	0.0001	SACRAMENTO, 1=YES, 0=NO
DLASCALE	1	-0.006621	0.03507418	-0.189	0.8503	Combined DLA items (v302-v315)
TISCALE	1	0.335199	0.05017831	6.680	0.0001	Combined TI items (v317-v321)
RIFSCALE	1	0.281123	0.03493725	8.047	0.0001	Combined RIF items (v327-v331)
TIDVAR	1	0.147068	0.04672224	3.148	0.0016	YEAR1 FOLLOWUP - 1=YES, 0=NO
FOLUP1	1	0.016748	0.02765839	0.606	0.5448	SACTO*FOLUP1
FOLPSACT	1	0.028880	0.04375543	0.660	0.5092	YEAR 2 FOLLOWUP - 1=YES, 0=NO
FOLUP2	1	0.008649	0.02735762	0.316	0.7519	SACTO*FOLUP2
FLP2SACT	1	0.206243	0.04473461	4.610	0.0001	YEAR 3 FOLLOWUP - 1=YES, 0=NO
FOLUP3	1	-0.014378	0.03087983	-0.466	0.6415	SACTO*FOLUP3
FLP3SACT	1	0.181406	0.05696404	3.185	0.0015	

Appendix C

ADDITIONAL RESULTS FOR PERSONNEL MEASURES

This appendix presents mean rates and OLS regression results for the personnel measures discussed in Chapter Four of MR-310-P&R. Table C.1 shows pay rates by pay band for the ALCs at the end of year three. Table C.2 shows the regression results for the pay rates in Table C.1. The form of the regressions is discussed below. Table C.3 shows supervisor percentages by ALC for year three. Table C.4 shows regression results for the supervisor measures in Table C.3. Table C.5 shows the percentage of the work force composed of career employees by pay schedule and ALC at the end of year three. The regression results are shown in Table C.6. Table C.7 shows the average number of skills for DS employees by ALC at baseline and the end of year two. The regression results are shown in Table C.8.

The model used in the regressions is the same in each case.¹ The reference group (intercept) represents the CY 1987 level for the comparison ALCs. The "SMBS" coefficient indicates how the baseline level at SM-ALC differed from the reference group's. It is coded "1" for Sacramento baseline and "0" otherwise. Similarly, the "SMY1," "SMY2," and "SMY3" coefficients indicate how the first-, second-, and third-year SM-ALC levels differed from the reference group's baseline level. It is coded "1" for Sacramento year one, two, or three, respectively, and "0" otherwise. Finally, the "OTHY1," "OTHY2," and "OTHY3" coefficients show the change in the first-, second-, and third year levels for the comparison group relative to its baseline level. It is coded "1" for comparison group year one, two, or three, respectively, and "0" otherwise.

Three significance tests follow the regression results. They evaluate the extent to which the coefficients for the variables in the model differ from each other. The "SMY3SMBS" test evaluates the significance of the difference between the third-year and baseline

¹First-year results for the skill analysis (Tables C.7 and C.9) were not available.

results for SM-ALC. The "SMY3OTY3" test evaluates the third-year SM-ALC level relative to the third-year comparison site level. The key measure is the "SMBSDIFF" test, which evaluates the difference in change during the first three years between SM-ALC and the comparison sites (i.e., SMY3-SMBS-OTHY3).

For example, the regression results for salary for the DH-1 band indicate that the hourly pay rate for the comparison ALCs at baseline was about \$8.21. The SM-ALC pay rate at baseline was about \$0.89 higher (about \$9.10/hour) according to the model. This difference was statistically significant ($t = 3.99$, $p < .0001$). The third-year SM-ALC rate was about \$1.23 higher than the baseline rate for the comparison ALCs (about \$9.44). The difference reached statistical significance ($p < .0001$). Finally, the third-year comparison ALC pay rate was about \$1.17 higher than its baseline rate (about \$9.38/hour). The increase was significant ($t = 5.025$, $p < .0001$).

The significance tests below the regression indicate that: (a) the third-year pay rate at SM-ALC increased marginally relative to its baseline rate ($1.23 - 0.89 = \$0.34$, $p < .0872$); (b) the Sacramento and comparison site pay rates in year three did not differ significantly ($1.23 - 1.17 = 0.06$, $p < .7628$); and (c) the average pay for DH-1 declined at Sacramento through year three as compared with the change at the other ALCs ($1.23 - 0.89 - 1.17 = -0.83$, $p < .0079$).

Overall, then, the regression results indicate that at baseline the DH-1 pay rate at SM-ALC was higher than (the average rate) at the other ALCs. By year three, the pay rate for the band increased significantly. The increase at SM-ALC was significantly smaller than the increase for the comparison group. As a result, the SM-ALC pay rate became similar to that at the other ALCs.

The remaining measures required analysis of both the current and history files within the automated personnel system. Significance tests for these measures were performed by a Z- (normal approximation) test for significance of the difference in percentages. A Z-score of 1.96 is significant at the $p < .05$ level. Table C.9 shows the percentage of crossovers from blue- to white-collar and white- to blue-collar jobs for the ALCs during baseline and year three of the demonstration by ALC.

The second page of Table C.9 shows significance test results for Sacramento versus the average across the other ALCs. These are presented on the right of the page, based on the summary information preceding them (left side). Column one shows the change at Sacramento from baseline to year three. Column two shows how that change compares to that at the other ALCs. The standard error for the difference in change is shown in column three, and the associated Z-test value, in column four. Columns five and six show the change over the three-year period at the other ALCs and its Z-test value, respectively. Table C.10 follows the same format for separations and migrations (internal transfers) at the directorate level. Table C.11 breaks out the turnover results by career category (career versus career-conditional). Table C.12 shows the separation and migration results by pay schedule.

Table C.1

YEAR 3
 II.A.1 SALARIES BY EXPERIENCE LEVEL (PAY BAND)
 II.C.1 SUPERVISORY AND NON-SUPERVISORY SALARIES

salaries by payband	air logistics center id					
		oc	oo	sa	sm	wr
DH-1	MEAN	9.08	9.82	.	9.44	9.59
	N	12	5	.	62	7
DH-2	MEAN	11.66	12.23	9.87	13.83	11.64
	N	1002	655	930	525	846
DH-3	MEAN	14.01	14.08	11.85	15.41	13.64
	N	78	74	48	58	32
DW-1	MEAN	17,048.11	17,826.75	16,117.04	17,882.91	17,190.61
	N	176	115	275	57	207
DW-2	MEAN	21,997.39	21,921.99	22,189.56	23,763.36	22,097.55
	N	410	418	387	290	388
DW-3	MEAN	31,476.18	32,523.19	31,232.80	33,680.14	32,682.71
	N	264	242	276	268	297
DX-1	MEAN	31,759.74	33,121.17	27,180.79	29,443.00	31,572.76
	N	81	78	104	1	75
DX-2	MEAN	36,475.64	37,321.03	35,003.35	38,518.18	37,687.98
	N	92	65	95	96	81
DX-3	MEAN	52,632.15	53,439.48	54,389.69	56,021.11	52,352.93
	N	19	13	16	18	15

Table C.2

REGRESSION RESULTS FOR SALARIES
BY EXPERIENCE LEVEL (PAY BAND)

BAND=DH-1

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	179.14742	25.59249	32.550	0.0001
Error	486	382.12312	0.78626		
C Total	493	561.27054			
Root MSE		0.88671	R-square	0.3192	
Dep Mean		8.55073	Adj R-sq	0.3094	
C.V.		10.37004			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	8.211351	0.14577487	56.329	0.0001
SMBS	1	0.886149	0.22210602	3.990	0.0001
SMY1	1	0.366254	0.17978993	2.037	0.0422
OTHY1	1	-0.498569	0.16480914	-3.025	0.0026
SMY2	1	0.558841	0.16973662	3.292	0.0011
OTHY2	1	0.588649	0.20908115	2.815	0.0051
SMY3	1	1.232197	0.18420627	6.689	0.0001
OTHY3	1	1.167815	0.23240312	5.025	0.0001

Test: SMY3OTY3 Numerator: 0.0717 DF: 1 F value: 0.0912
Denominator: 0.786262 DF: 486 Prob>F: 0.7628

Test: SMY3SMBS Numerator: 2.3098 DF: 1 F value: 2.9377
Denominator: 0.786262 DF: 486 Prob>F: 0.0872

Test: SMBSDIFF Numerator: 5.6024 DF: 1 F value: 7.1254
Denominator: 0.786262 DF: 486 Prob>F: 0.0079

Table C.2--continued

BAND=DH-2

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	13926.58068	1989.51153	1470.618	0.0001
Error	17098	23130.86036	1.35284		
C Total	17105	37057.44104			
Root MSE	1.16312	R-square	0.3758		
Dep Mean	10.85210	Adj R-sq	0.3756		
C.V.	10.71789				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	10.216119	0.01962664	520.523	0.0001
SMBS	1	1.598458	0.04755569	33.612	0.0001
SMY1	1	2.091118	0.04915787	42.539	0.0001
OTHY1	1	-0.094887	0.02693113	-3.523	0.0004
SMY2	1	2.833796	0.05193989	54.559	0.0001
OTHY2	1	0.409869	0.02741225	14.952	0.0001
SMY3	1	3.616452	0.05442466	66.449	0.0001
OTHY3	1	1.063063	0.02793197	38.059	0.0001

Test: SMY3OTY3 Numerator: 2967.9510 DF: 1 F value:2193.8668
Denominator: 1.35284 DF:17098 Prob>F: 0.0001

Test: SMY3SMBS Numerator: 1237.1332 DF: 1 F value: 914.4711
Denominator: 1.35284 DF:17098 Prob>F: 0.0001

Test: SMBSDIFF Numerator: 235.7267 DF: 1 F value: 174.2458
Denominator: 1.35284 DF:17098 Prob>F: 0.0001

Table C.2--continued

BAND=DH-3

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	909.89702	129.98529	134.506	0.0001
Error	1154	1115.21197	0.96639		
C Total	1161	2025.10899			
Root MSE	0.98305	R-square	0.4493		
Dep Mean	13.18627	Adj R-sq	0.4460		
C.V.	7.45511				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	12.288093	0.06704348	183.285	0.0001
SMBS	1	1.656497	0.14260876	11.616	0.0001
SMY1	1	2.150796	0.14963591	14.374	0.0001
OTHY1	1	0.253840	0.09249477	2.744	0.0062
SMY2	1	2.713725	0.14854468	18.269	0.0001
OTHY2	1	0.599507	0.09143512	6.557	0.0001
SMY3	1	3.125700	0.14545341	21.489	0.0001
OTHY3	1	1.236582	0.09315754	13.274	0.0001

Test: SMY3OTY3 Numerator: 165.4475 DF: 1 F value: 171.2019
Denominator: 0.966388 DF: 1154 Prob>F: 0.0001

Test: SMY3SMBS Numerator: 64.1763 DF: 1 F value: 66.4084
Denominator: 0.966388 DF: 1154 Prob>F: 0.0001

Test: SMBSDIFF Numerator: 1.2698 DF: 1 F value: 1.3140
Denominator: 0.966388 DF: 1154 Prob>F: 0.2519

Table C.2--continued

BAND=DW-1

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	3075897788.9	439413969.85	76.115	0.0001
Error	3953	22820840033	5773043.2667		
C Total	3960	25896737822			
Root MSE	2402.71581	R-square	0.1188		
Dep Mean	15438.97980	Adj R-sq	0.1172		
C.V.	15.56266				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	14723	83.24916870	176.854	0.0001
SMBS	1	444.890929	220.14338387	2.021	0.0434
SMY1	1	570.807172	232.08992913	2.459	0.0140
OTHY1	1	-45.506970	111.13560182	-0.409	0.6822
SMY2	1	313.515206	252.04937510	1.244	0.2136
OTHY2	1	1012.795458	116.50640327	8.693	0.0001
SMY3	1	3159.947095	328.95574917	9.606	0.0001
OTHY3	1	2147.910622	119.99493892	17.900	0.0001

Test: SMY3OTY3 Numerator:54371158.326 DF: 1 F value: 9.4181
Denominator: 5773043 DF: 3953 Prob>F: 0.0022

Test: SMY3SMBS Numerator:297982816.58 DF: 1 F value: 51.6162
Denominator: 5773043 DF: 3953 Prob>F:- 0.0001

Test: SMBSDIFF Numerator:11811514.663 DF: 1 F value: 2.0460
Denominator: 5773043 DF: 3953 Prob>F: 0.1527

Table C.2--continued

BAND=DW-2

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	13127978293	1875425470.5	258.953	0.0001
Error	8190	59314700320	7242332.1514		
C Total	8197	72442678614			
Root MSE	2691.15814	R-square	0.1812		
Dep Mean	20496.65455	Adj R-sq	0.1805		
C.V.	13.12974				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	19043	64.47853242	295.342	0.0001
SMBS	1	-318.765338	151.71592244	-2.101	0.0357
SMY1	1	1345.586597	160.34974624	8.392	0.0001
OTHY1	1	836.645708	90.83780728	9.210	0.0001
SMY2	1	2701.615556	160.75170400	16.806	0.0001
OTHY2	1	1747.977716	91.08214237	19.191	0.0001
SMY3	1	4720.112356	170.67817753	27.655	0.0001
OTHY3	1	2997.578285	93.29431392	32.130	0.0001

Test: SMY3OTY3 Numerator:727945885.37 DF: 1 F value: 100.5126
Denominator: 7242332 DF: 8190 Prob>F: 0.0001

Test: SMY3SMBS Numerator:4195048246.1 DF: 1 F value: 579.2400
Denominator: 7242332 DF: 8190 Prob>F: 0.0001

Test: SMBSDIFF Numerator:574409212.28 DF: 1 F value: 79.3127
Denominator: 7242332 DF: 8190 Prob>F: 0.0001

Table C.2--continued

BAND=DW-3

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	15744855046	2249265006.6	109.488	0.0001
Error	5345	109805309084	20543556.424		
C Total	5352	125550164130			
Root MSE	4532.50002	R-square	0.1254		
Dep Mean	29967.20418	Adj R-sq	0.1243		
C.V.	15.12487				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	27790	138.56256869	200.558	0.0001
SMBS	1	-45.183573	316.85866440	-0.143	0.8866
SMY1	1	1661.637656	323.72478621	5.133	0.0001
OTHY1	1	1323.902406	194.79144300	6.797	0.0001
SMY2	1	3132.451500	319.43153649	9.806	0.0001
OTHY2	1	2677.414095	194.61640688	13.757	0.0001
SMY3	1	5890.258613	309.60401600	19.025	0.0001
OTHY3	1	4189.469327	195.59316930	21.419	0.0001

Test: SMY3OTY3 Numerator:620882641.29 DF: 1 F value: 30.2227
Denominator: 20543556 DF: 5345 Prob>F: 0.0001

Test: SMY3SMBS Numerator:4584835415.5 DF: 1 F value: 223.1763
Denominator: 20543556 DF: 5345 Prob>F: 0.0001

Test: SMBSDIFF Numerator:319335627.33 DF: 1 F value: 15.5443
Denominator: 20543556 DF: 5345 Prob>F: 0.0001

Table C.2--continued

BAND=DX-1

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	3546489702	506641386	34.400	0.0001
Error	1507	22195217165	14728080.401		
C Total	1514	25741706867			
Root MSE	3837.71812	R-square	0.1378		
Dep Mean	28518.80065	Adj R-sq	0.1338		
C.V.	13.45680				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	27194	197.39092093	137.766	0.0001
SMBS	1	-5234.835661	1044.4945757	-5.012	0.0001
SMY1	1	-4950.491506	1173.8311530	-4.217	0.0001
OTHY1	1	811.384342	278.96871889	2.909	0.0037
SMY2	1	-2130.918079	1082.5398086	-1.968	0.0492
OTHY2	1	1821.137604	278.60286192	6.537	0.0001
SMY3	1	2249.235767	3842.7911180	0.585	0.5584
OTHY3	1	3429.757069	287.29319177	11.938	0.0001

Test: SMY3OTY3 Numerator:1389519.5394 DF: 1 F value: 0.0943
 Denominator: 14728080 DF: 1507 Prob>F: 0.7588

Test: SMY3SMBS Numerator:52277236.805 DF: 1 F value: 3.5495
 Denominator: 14728080 DF: 1507 Prob>F: 0.0598

Test: SMBSDIFF Numerator:15261807.398 DF: 1 F value: 1.0362
 Denominator: 14728080 DF: 1507 Prob>F: 0.3089

Table C.2--continued

BAND=DX-2

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	7613423569.4	1087631938.5	39.325	0.0001
Error	2216	61288993737	27657488.148		
C Total	2223	68902417306			
Root MSE	5259.03871	R-square	0.1105		
Dep Mean	34089.63377	Adj R-sq	0.1077		
C.V.	15.42709				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	31841	250.71483325	127.002	0.0001
SMBS	1	1230.872269	494.78792071	2.488	0.0129
SMY1	1	2794.339374	494.78792071	5.648	0.0001
OTHY1	1	1070.639541	349.94940077	3.059	0.0022
SMY2	1	4571.888247	520.39308827	8.785	0.0001
OTHY2	1	2412.885914	351.25147022	6.869	0.0001
SMY3	1	6676.885920	592.41603835	11.271	0.0001
OTHY3	1	4666.580826	382.97323373	12.185	0.0001

Test: SMY3OTY3 Numerator:300538088.87 DF: 1 F value: 10.8664
Denominator: 27657488 DF: 2216 Prob>F: 0.0010

Test: SMY3SMBS Numerator:1745101096.6 DF: 1 F value: 63.0969
Denominator: 27657488 DF: 2216 Prob>F: 0.0001

Test: SMBSDIFF Numerator:27244505.107 DF: 1 F value: 0.9851
Denominator: 27657488 DF: 2216 Prob>F: 0.3211

Table C.2--continued

BAND=DX-3

Dependent Variable: SALARY

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	3409110181.3	487015740.18	15.232	0.0001
Error	377	12054157145	31973891.632		
C Total	384	15463267327			
Root MSE	5654.54610	R-square	0.2205		
Dep Mean	49488.07896	Adj R-sq	0.2060		
C.V.	11.42608				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	45483	620.66706859	73.282	0.0001
SMBS	1	2357.282838	1470.2227460	1.603	0.1097
SMY1	1	5448.387413	1505.3387542	3.619	0.0003
OTHY1	1	2486.674346	875.13951864	2.841	0.0047
SMY2	1	6390.686878	1355.9448074	4.713	0.0001
OTHY2	1	4784.567560	885.94653080	5.401	0.0001
SMY3	1	10538	1470.2227460	7.167	0.0001
OTHY3	1	7695.125695	944.85432710	8.144	0.0001

Test: SMY3OTY3 Numerator:113116529.50 DF: 1 F value: 3.5378
Denominator: 31973892 DF: 377 Prob>F: 0.0608

Test: SMY3SMBS Numerator:602260681.00 DF: 1 F value: 18.8360
Denominator: 31973892 DF: 377 Prob>F: 0.0001

Test: SMBSDIFF Numerator:1693321.7582 DF: 1 F value: 0.0530
Denominator: 31973892 DF: 377 Prob>F: 0.8181

Table C.3

YEAR 3
III.C.1 SUPERVISION LEVELS
(Percentage of Work Force)

SUPERVISION LEVEL	OC	OO	SA	SM	WR
1	6.02%	6.59%	7.17%	5.71%	6.35%
2	2.85%	2.14%	2.25%	2.02%	2.13%
3	0.19%	0.59%	0.75%	0.65%	0.30%
1,2 or 3 (N)	9.06% (2144)	9.32% (1684)	10.17% (2133)	8.38% (1384)	8.78% (1970)

Table C.4

REGRESSION RESULTS FOR
SUPERVISION LEVELS

Dependent Variable: SUPER1

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	1.15632	0.16519	2.461	0.0160
Error	40667	2729.76105	0.06712		
C Total	40674	2730.91737			
Root MSE	0.25908	R-square	0.0004		
Dep Mean	0.07238	Adj R-sq	0.0003		
C.V.	357.95712				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.077392	0.00283360	27.312	0.0001
SMBS	1	-0.002027	0.00676626	-0.300	0.7645
SMY1	1	0.003061	0.00693052	0.442	0.6588
OTHY1	1	-0.006395	0.00390793	-1.637	0.1017
SMY2	1	-0.002533	0.00706426	-0.359	0.7200
OTHY2	1	-0.002101	0.00397099	-0.529	0.5967
SMY3	1	-0.020311	0.00751863	-2.701	0.0069
OTHY3	1	-0.012079	0.00406114	-2.974	0.0029

Test: SMY3OTY3 Numerator: 0.0799 DF: 1 F value: 1.1897
Denominator: 0.067125 DF:40667 Prob>F: 0.2754

Test: SMY3SMBS Numerator: 0.2602 DF: 1 F value: 3.8761
Denominator: 0.067125 DF:40667 Prob>F: 0.0490

Test: SMBSDIFF Numerator: 0.0252 DF: 1 F value: 0.3748
Denominator: 0.067125 DF:40667 Prob>F: 0.5404

Table C.4--continued

Dependent Variable: SUPER2

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	0.06959	0.00994	0.418	0.8917
Error	40667	966.78583	0.02377		
C Total	40674	966.85541			
Root MSE	0.15419	R-square	0.0001		
Dep Mean	0.02436	Adj R-sq	-0.0001		
C.V.	632.84591				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.024880	0.00168632	14.754	0.0001
SMBS	1	-0.002383	0.00402672	-0.592	0.5540
SMY1	1	-0.002234	0.00412447	-0.542	0.5880
OTHY1	1	-0.000388	0.00232568	-0.167	0.8677
SMY2	1	-0.001799	0.00420406	-0.428	0.6688
OTHY2	1	0.001177	0.00236321	0.498	0.6183
SMY3	1	-0.004649	0.00447447	-1.039	0.2988
OTHY3	1	-0.001302	0.00241686	-0.539	0.5901

Test: SMY3OTY3 Numerator: 0.0132 DF: 1 F value: 0.5553
 Denominator: 0.023773 DF:40667 Prob>F: 0.4562

Test: SMY3SMBS Numerator: 0.0040 DF: 1 F value: 0.1681
 Denominator: 0.023773 DF:40667 Prob>F: 0.6818

Test: SMBSDIFF Numerator: 0.0006 DF: 1 F value: 0.0255
 Denominator: 0.023773 DF:40667 Prob>F: 0.8730

Table C.4--continued

Dependent Variable: SUPER3

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	0.02123	0.00303	0.551	0.7959
Error	40667	223.73415	0.00550		
C Total	40674	223.75538			
Root MSE	0.07417	R-square	0.0001		
Dep Mean	0.00553	Adj R-sq	-0.0001		
C.V.	1340.88062				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.006220	0.00081123	7.668	0.0001
SMBS	1	-0.000033369	0.00193710	-0.017	0.9863
SMY1	1	-0.001453	0.00198413	-0.732	0.4641
OTHY1	1	-0.000825	0.00111879	-0.738	0.4608
SMY2	1	0.001266	0.00202241	0.626	0.5314
OTHY2	1	-0.000801	0.00113685	-0.705	0.4811
SMY3	1	0.000283	0.00215250	0.131	0.8955
OTHY3	1	-0.001681	0.00116266	-1.446	0.1482

Test: SMY3OTY3 Numerator: 0.0045 DF: 1 F value: 0.8260
 Denominator: 0.005502 DF:40667 Prob>F: 0.3634

Test: SMY3SMBS Numerator: 0.0001 DF: 1 F value: 0.0141
 Denominator: 0.005502 DF:40667 Prob>F: 0.9053

Test: SMBSDIFF Numerator: 0.0026 DF: 1 F value: 0.4736
 Denominator: 0.005502 DF:40667 Prob>F: 0.4913

Table C.4--continued

Dependent Variable: SUPER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	1.68219	0.24031	2.618	0.0106
Error	40667	3732.85746	0.09179		
C Total	40674	3734.53964			
Root MSE	0.30297	R-square	0.0005		
Dep Mean	0.10227	Adj R-sq	0.0003		
C.V.	296.23329				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.108493	0.00331357	32.742	0.0001
SMBS	1	-0.004443	0.00791237	-0.562	0.5744
SMY1	1	-0.000626	0.00810446	-0.077	0.9384
OTHY1	1	-0.007608	0.00456988	-1.665	0.0960
SMY2	1	-0.003065	0.00826085	-0.371	0.7106
OTHY2	1	-0.001725	0.00464363	-0.371	0.7103
SMY3	1	-0.024678	0.00879219	-2.807	0.0050
OTHY3	1	-0.015062	0.00474905	-3.172	0.0015

Test: SMY3OTY3 Numerator: 0.1090 DF: 1 F value: 1.1870
Denominator: 0.091791 DF:40667 Prob>F: 0.2759

Test: SMY3SMBS Numerator: 0.3186 DF: 1 F value: 3.4713
Denominator: 0.091791 DF:40667 Prob>F: 0.0625

Test: SMBSDIFF Numerator: 0.0175 DF: 1 F value: 0.1904
Denominator: 0.091791 DF:40667 Prob>F: 0.6626

Table C.5

YEAR 3

IV.A.2. PERCENTAGE OF CAREER EMPLOYEES

career status by payband		air logistics center id				
		oc	oo	sa	sm	wr
DH	PCT	88.55	98.80	69.63	92.60	85.86
	N	1100	751	978	649	905
DW	PCT	89.65	97.68	89.77	98.38	87.78
	N	850	776	938	619	892
DX	PCT	100.00	100.00	99.54	100.00	100.00
	N	194	157	217	116	172

Table C.6

REGRESSION RESULTS FOR
PERCENTAGE OF CAREER EMPLOYEES

PAYBAND=DH

Dependent Variable: CAREER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	47.66571	6.80939	42.792	0.0001
Error	18947	3015.00240	0.15913		
C Total	18954	3062.66811			
Root MSE		0.39891	R-square	0.0156	
Dep Mean		0.79736	Adj R-sq	0.0152	
C.V.		50.02856			

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.811152	0.00646945	125.382	0.0001
SMBS	1	-0.033238	0.01539815	-2.159	0.0309
SMY1	1	0.030357	0.01555683	1.951	0.0510
OTHY1	1	-0.085184	0.00883752	-9.639	0.0001
SMY2	1	0.016388	0.01595594	1.027	0.3044
OTHY2	1	-0.028954	0.00902321	-3.209	0.0013
SMY3	1	0.114888	0.01694236	6.781	0.0001
OTHY3	1	0.038875	0.00919075	4.230	0.0001

Test: SMY3OTY3 Numerator: 3.1947 DF: 1 F value: 20.0761
Denominator: 0.159128 DF:18947 Prob>F: 0.0001

Test: SMY3SMBS Numerator: 7.9273 DF: 1 F value: 49.8169
Denominator: 0.159128 DF:18947 Prob>F: 0.0001

Test: SMBSDIFF Numerator: 3.6184 DF: 1 F value: 22.7388
Denominator: 0.159128 DF:18947 Prob>F: 0.0001

Table C.6--continued

PAYBAND=DW

Dependent Variable: CAREER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	20.57721	2.93960	26.919	0.0001
Error	17534	1914.73832	0.10920		
C Total	17541	1935.31553			
Root MSE	0.33046	R-square	0.0106		
Dep Mean	0.87373	Adj R-sq	0.0102		
C.V.	37.82127				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.864620	0.00547050	158.051	0.0001
SMBS	1	-0.048425	0.01304945	-3.711	0.0002
SMY1	1	0.044211	0.01361925	3.246	0.0012
OTHY1	1	-0.025566	0.00759551	-3.366	0.0008
SMY2	1	0.015846	0.01375181	1.152	0.2492
OTHY2	1	0.006850	0.00769997	0.890	0.3737
SMY3	1	0.119224	0.01436462	8.300	0.0001
OTHY3	1	0.045391	0.00784373	5.787	0.0001

Test: SMY3OTY3 Numerator: 2.8618 DF: 1 F value: 26.2068
Denominator: 0.109201 DF:17534 Prob>F: 0.0001

Test: SMY3SMBS Numerator: 9.6890 DF: 1 F value: 88.7258
Denominator: 0.109201 DF:17534 Prob>F: 0.0001

Test: SMBSDIFF Numerator: 4.3147 DF: 1 F value: 39.5111
Denominator: 0.109201 DF:17534 Prob>F: 0.0001

Table C.6--continued

PAYBAND=DX

Dependent Variable: CAREER

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	0.38391	0.05484	3.869	0.0003
Error	4145	58.74925	0.01417		
C Total	4152	59.13316			
Root MSE	0.11905	R-square	0.0065		
Dep Mean	0.98555	Adj R-sq	0.0048		
C.V.	12.07978				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.977901	0.00395744	247.104	0.0001
SMBS	1	-0.004928	0.00960599	-0.513	0.6080
SMY1	1	-0.005525	0.00969371	-0.570	0.5687
OTHY1	1	0.002807	0.00555452	0.505	0.6134
SMY2	1	-0.007486	0.00997639	-0.750	0.4531
OTHY2	1	0.015606	0.00556782	2.803	0.0051
SMY3	1	0.022099	0.01174082	1.882	0.0599
OTHY3	1	0.020748	0.00590040	3.516	0.0004

Test: SMY3OTY3 Numerator: 0.0002 DF: 1 F value: 0.0129
Denominator: 0.014174 DF: 4145 Prob>F: 0.9095

Test: SMY3SMBS Numerator: 0.0521 DF: 1 F value: 3.6744
Denominator: 0.014174 DF: 4145 Prob>F: 0.0553

Test: SMBSDIFF Numerator: 0.0024 DF: 1 F value: 0.1688
Denominator: 0.014174 DF: 4145 Prob>F: 0.6812

Table C.7

I.B.2 MULTIPLE SKILL TRAINING

I.C.1 SKILL BASE OF WORK FORCE

MEAN SKILLS (CURRENT & PAST, N=78) Year 2

		ALC				
		OC	OO	SA	SM	WR
NUMSKILL	MEAN	6.59	8.02	6.23	7.00	7.35
	N	2349.00	1796.00	2345.00	1603.00	2183.00

MEAN SKILLS (CURRENT & PAST, N=78) Baseline

		ALC				
		OC	OO	SA	SM	WR
NUMSKILL	MEAN	6.49	7.54	6.18	6.54	7.04
	N	2138.00	1802.00	2184.00	1721.00	2147.00

Table C.8

REGRESSION RESULTS FOR MULTIPLE SKILL TRAINING,
SKILL BASE OF WORK FORCE

SOURCE	DF	SUM OF SQUARES	MEAN SQUARE	F VALUE	PROB>F
MODEL	3	386.44415	128.81472	14.036	0.0001
ERROR	20264	185966.35	9.17717898		
C TOTAL	20267	186352.80			
ROOT MSE		3.029386	R-SQUARE	0.0021	
DEP MEAN		6.862339	ADJ R-SQ	0.0019	
C.V.		44.14509			

PARAMETER ESTIMATES

VARIABLE	DF	PARAMETER ESTIMATE	STANDARD ERROR	T FOR H0: PARAMETER=0	PROB > T
INTERCEP	1	6.77838230	0.03331007	203.493	0.0001
SMBS	1	-0.23625563	0.08026226	-2.944	0.0032
SMY2	1	0.22466351	0.08267142	2.718	0.0066
OTHY2	1	0.20155544	0.04655849	4.329	0.0001

TEST: SMY2SMBS NUMERATOR: 176.321 DF: 1 F VALUE: 19.2129
 DENOMINATOR: 9.17718 DF:20264 PROB >F : 0.0001

TEST: SMY2OTY2 NUMERATOR: 0.722448 DF: 1 F VALUE: 0.0787
 DENOMINATOR: 9.17718 DF:20264 PROB >F : 0.7790

TEST: SMBSDIFF NUMERATOR: 46.6795 DF: 1 F VALUE: 5.0865
 DENOMINATOR: 9.17718 DF:20264 PROB >F : 0.0241

Table C.9

PAY SCHEDULE CROSSOVERS

**II.A.2 CROSSOVERS
BASELINE**

ALCS

	OC	OO	SA	SM	WR
DH to DW	1.34% (1,045)	1.25% (801)	0.86% (934)	0.37% (816)	0.67% (1,042)
DW to DH	0.68% (887)	0.48% (839)	0.50% (1,000)	0.26% (777)	0.44% (903)

**II.A.2 CROSSOVERS
YEAR 3**

ALCS

	OC	OO	SA	SM	WR
	1.00% (1,195)	0.55% (773)	1.50% (1,027)	0.34% (748)	0.42% (1,027)
	1.11% (925)	0.21% (812)	0.08% (1,048)	0.12% (686)	0.09% (934)

Table C.9--continued

MODEL 2

II.A.2 CROSSOVERS

	BASELINE		YEAR 3	
	SM	OTH	SM	OTH
DH to DW	0.37%	1.02%	0.34%	0.90%
	(816)	(3,822)	(748)	(4,022)
DW to DH	0.26%	0.52%	0.12%	0.37%
	(777)	(3,629)	(686)	(3,719)

SM _y -SM _b	(SM _y -SM _b)-(OTH _y -OTH _b)	OTH _y -OTH _b			
DIFF	DIFF	SE	DIFF/SE	DIFF	Signif
-0.02%	0.10%	0.37%	0.27	-0.13%	-0.57
-0.13%	0.02%	0.27%	0.08	-0.15%	-1.00

Table C.10

TURNOVER

**VI.D.1 SEPARATIONS BY ALC
BASELINE**

ALCS

	OC	OO	SA	SM	WR
Percent	7.87%	8.66%	8.93%	10.83%	8.76%
N	(2,363)	(2,125)	(2,374)	(2,013)	(2,442)

**VI.D.1 SEPARATIONS BY ALC
YEAR 3**

ALCS

	OC	OO	SA	SM	WR
Percent	12.26%	7.83%	6.17%	9.79%	8.94%
N	(2,349)	(1,795)	(2,292)	(1,603)	(2,158)

**VI.D.1 MIGRATIONS BY ALC
BASELINE**

ALCS

	OC	OO	SA	SM	WR
Percent	1.74%	4.56%	2.32%	3.83%	2.78%
N	(2,363)	(2,125)	(2,374)	(2,013)	(2,442)

**VI.D.1 MIGRATIONS BY ALC
YEAR 3**

ALCS

	OC	OO	SA	SM	WR
Percent	1.82%	1.05%	3.18%	0.64%	1.39%
N	(2,349)	(1,795)	(2,292)	(1,603)	(2,158)

**VI.D.1 TURNOVER BY ALC
BASELINE**

ALCS

	OC	OO	SA	SM	WR
Percent	9.61%	13.22%	11.25%	14.65%	11.55%
N	(2,363)	(2,125)	(2,374)	(2,013)	(2,442)

**VI.D.1 TURNOVER BY ALC
YEAR 3**

ALCS

	OC	OO	SA	SM	WR
Percent	14.09%	8.88%	9.35%	10.43%	10.33%
N	(2,349)	(1,795)	(2,292)	(1,603)	(2,158)

Table C.10--continued

VI.D.1 SEPARATIONS BY ALC

	BASELINE		YEAR 3		SMMy-SMb		(SMMy-SMb)-(OTHy-OTHb)		OTHy-OTHb	
	SM	OTH	SM	OTH	DIFF	SE	DIFF/SE	DIFF	Signif	
Percent	10.83%	8.56%	9.79%	8.88%	-1.04%	1.10%	-1.24	0.32%	0.76	
N	(2,013)	(9,304)	(1,603)	(8,594)						

VI.D.1 MIGRATIONS BY ALC

	BASELINE		YEAR 3		SMMy-SMb		(SMMy-SMb)-(OTHy-OTHb)		OTHy-OTHb	
	SM	OTH	SM	OTH	DIFF	SE	DIFF/SE	DIFF	Signif	
Percent	3.83%	2.81%	0.64%	1.91%	-3.18%	0.52%	-4.38	-0.89%	-3.91	
N	(2,013)	(9,304)	(1,603)	(8,594)						

VI.D.1 TURNOVER BY ALC

	BASELINE		YEAR 3		SMMy-SMb		(SMMy-SMb)-(OTHy-OTHb)		OTHy-OTHb	
	SM	OTH	SM	OTH	DIFF	SE	DIFF/SE	DIFF	Signif	
Percent	14.65%	11.36%	10.43%	10.79%	-4.23%	1.19%	-3.07	-0.57%	-1.21	
N	(2,013)	(9,304)	(1,603)	(8,594)						

Table C.11

TURNOVER BY CAREER CATEGORY

**VI.D.1 SEPARATIONS BY ALC
BASELINE**

		ALCS				
		OC	OO	SA	SM	WR
CAREER		7.50%	8.73%	9.91%	11.40%	9.25%
		(1,973)	(1,855)	(1,998)	(1,676)	(2,161)
CONDITIONAL		9.74%	8.15%	3.72%	8.01%	4.98%
		(390)	(270)	(376)	(337)	(281)
Total		7.87%	8.66%	8.93%	10.83%	8.76%
		(2,363)	(2,125)	(2,374)	(2,013)	(2,442)

**VI.D.1 SEPARATIONS BY ALC
YEAR 3**

		ALCS				
		OC	OO	SA	SM	WR
		8.56%	6.80%	6.71%	8.46%	8.97%
		(1,922)	(1,677)	(1,866)	(1,388)	(1,844)
		28.91%	22.52%	3.82%	18.34%	8.74%
		(427)	(118)	(426)	(215)	(314)
		12.26%	7.83%	6.17%	9.79%	8.94%
		(2,349)	(1,795)	(2,292)	(1,603)	(2,158)

**VI.D.1 MIGRATIONS BY ALC
BASELINE**

		ALCS				
		OC	OO	SA	SM	WR
CAREER		1.01%	3.29%	1.30%	2.15%	1.94%
		(1,973)	(1,855)	(1,998)	(1,676)	(2,161)
CONDITIONAL		5.38%	13.33%	7.71%	12.17%	9.25%
		(390)	(270)	(376)	(337)	(281)
Total		1.74%	4.56%	2.32%	3.83%	2.78%
		(2,363)	(2,125)	(2,374)	(2,013)	(2,442)

**VI.D.1 MIGRATIONS BY ALC
YEAR 3**

		ALCS				
		OC	OO	SA	SM	WR
		0.71%	0.92%	2.66%	0.49%	0.98%
		(1,922)	(1,677)	(1,866)	(1,388)	(1,844)
		6.83%	2.91%	5.43%	1.59%	3.82%
		(427)	(118)	(426)	(215)	(314)
		1.82%	1.05%	3.18%	0.64%	1.39%
		(2,349)	(1,795)	(2,292)	(1,603)	(2,158)

Table C.11--continued

VI.D.1 SEPARATIONS BY ALC

	BASELINE		YEAR 3		SMY-SMb		(SMY-SMb)-(OTHY-OTHb)		OTHY-OTHb	
	SM	OTH	SM	OTH	DIFF	DIFF	SE	DIFF/SE	DIFF	Signif
CAREER	11.40%	8.86%	8.46%	7.79%	-2.94%	-1.86%	1.17%	-1.59	-1.08%	-2.41
	(1,676)	(7,987)	(1,388)	(7,309)						
CONDITIONAL	8.01%	6.68%	18.34%	15.08%	10.33%	1.93%	3.26%	0.59	8.39%	6.89
	(337)	(1,317)	(215)	(1,285)						
Total	10.83%	8.56%	9.79%	8.88%	-1.04%	-1.37%	1.10%	-1.24	0.32%	0.76
	(2,013)	(9,304)	(1,603)	(8,594)						

VI.D.1 MIGRATIONS BY ALC

	BASELINE		YEAR 3		SMY-SMb		(SMY-SMb)-(OTHY-OTHb)		OTHY-OTHb	
	SM	OTH	SM	OTH	DIFF	DIFF	SE	DIFF/SE	DIFF	Signif
CAREER	2.15%	1.87%	0.49%	1.33%	-1.65%	-1.11%	0.45%	-2.48	-0.54%	-2.65
	(1,676)	(7,987)	(1,388)	(7,309)						
CONDITIONAL	12.17%	8.50%	1.59%	5.27%	-10.57%	-7.34%	2.21%	-3.32	-3.23%	-3.25
	(337)	(1,317)	(215)	(1,285)						
Total	3.83%	2.81%	0.64%	1.91%	-3.18%	-2.29%	0.52%	-4.38	-0.89%	-3.91
	(2,013)	(9,304)	(1,603)	(8,594)						

Table C.12

TURNOVER BY PAY SCHEDULE

**VI.D.1 SEPARATIONS BY ALC
BASELINE**

	ALCS				
	OC	OO	SA	SM	WR
DH	8.42% (1,128)	8.50% (894)	9.82% (988)	9.39% (852)	8.45% (1,148)
DW	7.82% (997)	7.69% (988)	7.98% (1,090)	11.17% (940)	7.25% (1,034)
DX	5.46% (238)	13.22% (242)	9.15% (295)	14.55% (220)	16.28% (258)
Total	7.87% (2,363)	8.66% (2,124)	8.89% (2,373)	10.79% (2,012)	8.77% (2,440)

**VI.D.1 SEPARATIONS BY ALC
YEAR 3**

	ALCS				
	OC	OO	SA	SM	WR
DH	14.92% (1,195)	7.65% (773)	5.26% (1,027)	8.48% (748)	8.71% (1,014)
DW	8.99% (925)	8.34% (812)	6.51% (1,000)	11.87% (686)	8.46% (922)
DX	11.60% (229)	6.15% (209)	8.41% (265)	7.10% (169)	12.02% (221)
Total	12.26% (2,349)	7.79% (1,794)	6.17% (2,292)	9.79% (1,603)	8.94% (2,157)

**VI.D.1 MIGRATIONS BY ALC
BASELINE**

	ALCS				
	OC	OO	SA	SM	WR
DH	0.89% (1,128)	2.57% (894)	0.91% (988)	1.76% (852)	1.05% (1,148)
DW	2.91% (997)	6.78% (988)	3.76% (1,090)	6.28% (940)	5.13% (1,034)
DX	0.84% (238)	2.89% (242)	1.69% (295)	1.36% (220)	0.78% (258)
Total	1.74% (2,363)	4.57% (2,124)	2.32% (2,373)	3.83% (2,012)	2.75% (2,440)

**VI.D.1 MIGRATIONS BY ALC
YEAR 3**

	ALCS				
	OC	OO	SA	SM	WR
DH	2.22% (1,195)	1.00% (773)	2.92% (1,027)	0.69% (748)	1.52% (1,014)
DW	1.58% (925)	1.16% (812)	3.69% (1,000)	0.50% (686)	1.30% (922)
DX	0.75% (229)	0.82% (209)	2.26% (265)	1.01% (169)	1.16% (221)
Total	1.82% (2,349)	1.05% (1,794)	3.18% (2,292)	0.64% (1,603)	1.39% (2,157)

Table C.12--continued

MODEL 2

VI.D.1 SEPARATIONS BY ALC

	BASELINE		YEAR 3		SMy-SMb DIFF	(SMy-SMb)-(OTHy-OTHb) DIFF	SE	DIFF/SE	OTHy-OTHb	
	SM	OTH	SM	OTH					DIFF	Signif
DH	9.39% (852)	8.78% (4,158)	8.48% (748)	9.47% (4,009)	-0.91%	-1.60%	1.56%	-1.03	0.69%	1.09
DW	11.17% (940)	7.69% (4,109)	11.87% (686)	8.03% (3,659)	0.70%	0.36%	1.72%	0.21	0.34%	0.56
DX	14.55% (220)	11.04% (1,033)	7.10% (169)	9.55% (924)	-7.44%	-5.96%	3.38%	-1.76	-1.48%	-1.07
Total	10.79% (2,012)	8.55% (9,300)	9.79% (1,603)	8.87% (8,592)	-1.00%	-1.32%	1.10%	-1.20	0.32%	0.76

VI.D.1 MIGRATIONS BY ALC

	BASELINE		YEAR3		SMy-SMb DIFF	(SMy-SMb)-(OTHy-OTHb) DIFF	SE	DIFF/SE	OTHy-OTHb	
	SM	OTH	SM	OTH					DIFF	Signif
DH	1.76% (852)	1.30% (4,158)	0.69% (748)	1.99% (4,009)	-1.07%	-1.76%	0.61%	-2.88	0.69%	2.46
DW	6.28% (940)	4.62% (4,109)	0.50% (686)	1.99% (3,659)	-5.78%	-3.14%	0.93%	-3.39	-2.63%	-6.41
DX	1.36% (220)	1.55% (1,033)	1.01% (169)	1.30% (924)	-0.35%	-0.10%	1.22%	-0.08	-0.25%	-0.47
Total	3.83% (2,012)	2.80% (9,300)	0.64% (1,603)	1.92% (8,592)	-3.19%	-2.31%	0.52%	-4.41	-0.88%	-3.87

Appendix D
ADDITIONAL RESULTS FOR QUALITY MEASURES

This appendix presents significance test results and annual ALC rates for the measures of work quality discussed in Chapter Five of MR-310-P&R. Table D.1 shows t-statistic results for the DSQ error rate measures, and Table D.2, OLS regression results for the Report of Discrepancy measures in Table 26. Table D.3 shows regression results for the DSM measures in Table 27. The model used in the regressions is the same as that used for the personnel measures. Thus, the interpretation of the regression results is directly analogous. The reference group (intercept) for the quality measures represents the 1985-87 quality level for the comparison ALCs. The "SMBS" coefficient indicates how the baseline level at SM-ALC differed from the reference group's. It is coded "1" for Sacramento baseline and "0" otherwise. Similarly, the "SMY1," "SMY2," and "SMY3" coefficients indicate how the first-, second-, and third-year SM-ALC levels differed from the reference group baseline level. It is coded "1" for Sacramento year one, two, or three, respectively, and "0" otherwise. Finally, the "OTHY1," "OTHY2," and "OTHY3" coefficients show the change in the first-, second-, and third year levels for the comparison group relative to its baseline level. It is coded "1" for comparison group year one, two, or three, respectively, and "0" otherwise.

Three significance tests follow the regression results. They evaluate the extent to which the coefficients for the variables in the model differ from each other. The "SMY3SMBS" test evaluates the significance of the difference between the third-year and baseline results for SM-ALC. The "SMY3OTY3" test evaluates the third-year SM-ALC level relative to the third-year comparison site level. The key measure is the "SMBSDIFF" test, which evaluates the difference in change during the first three years between SM-ALC and the comparison sites (i.e., SMY3-SMBS-OTHY3).

As noted, for the DSQ error rate measures (such as BL7), t-tests were used to compare the change in error rates between year three and

baseline at Sacramento. This procedure was chosen because of the absence of year-three data for the other ALCs.

Tables D.4 and D.5 show each ALC's quality rates in 1985, 1986, 1987, 1988, and, where available, 1989, 1990, and early 1991 for each measure in Tables 26 and 27, respectively. The tables show the average rate for each year and the number of months on which the average is based.

DSQ MEASURES

SUPPLY

BL7: CONTROLLED EXCEPTIONS

PRESERVATION, PACKAGING, AND PACKING OF MATERIEL

PL4: PACKING PROCESS

INVENTORY

VL1: LOCATION AUDIT PROGRAM SURVEY (LAPS) (PHASE I)

VL3: PHYSICAL COUNT OF NON-CONTROLLED ITEMS (WALL-TO-WALL, SPECIAL,
SAMPLE AND SELECTED ITEM INVENTORIES)

Table D.1

T-TEST RESULTS FOR MEASURES OF WORK ACCURACY:
QUALITY DIVISION INDICATORS

t-Tests
separate estimates of σ_1^2 , σ_2^2

Test $H_0: \mu(\text{BL7BL}) - \mu(\text{BL7Y3}) = 0$
vs $H_a: \mu(\text{BL7BL}) - \mu(\text{BL7Y3}) \neq 0$
Sample mean(BL7BL)=7.3056 Sample mean(BL7Y3)=7.1000
t-statistic=0.178 with 22 d.f.
Fail to reject H_0 at $\alpha=0.05$

t-Tests
separate estimates of σ_1^2 , σ_2^2

Test $H_0: \mu(\text{VL1BL}) - \mu(\text{VL1Y3}) = 0$
vs $H_a: \mu(\text{VL1BL}) - \mu(\text{VL1Y3}) \neq 0$
Sample mean(VL1BL)=0.23239 Sample mean(VL1Y3)=0
t-statistic=5.700 with 25 d.f.
Reject H_0 at $\alpha=0.05$

t-Tests
separate estimates of σ_1^2 , σ_2^2

Test $H_0: \mu(\text{PL4BL}) - \mu(\text{PL4Y3}) = 0$
vs $H_a: \mu(\text{PL4BL}) - \mu(\text{PL4Y3}) \neq 0$
Sample mean(PL4BL)=1.0611 Sample mean(PL4Y3)=1.8267
t-statistic=-2.610 with 18 d.f.
Reject H_0 at $\alpha=0.05$

t-Tests
separate estimates of σ_1^2 , σ_2^2

Test $H_0: \mu(\text{VL3BL}) - \mu(\text{VL3Y3}) = 0$
vs $H_a: \mu(\text{VL3BL}) - \mu(\text{VL3Y3}) \neq 0$
Sample mean(VL3BL)=0.49902 Sample mean(VL3Y3)=1.6525
t-statistic=-4.203 with 12 d.f.
Reject H_0 at $\alpha=0.05$

Table D.2

REGRESSION RESULTS FOR MEASURES OF WORK ACCURACY:
REPORTS OF DISCREPANCIES

Dependent Variable: RECVF

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	0.32415	0.04631	3.433	0.0014
Error	372	5.01770	0.01349		
C Total	379	5.34185			
Root MSE	0.11614	R-square	0.0607		
Dep Mean	0.28227	Adj R-sq	0.0430		
C.V.	41.14474				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.306461	0.00981560	31.222	0.0001
SMBS	1	-0.086873	0.02194835	-3.958	0.0001
SMY1	1	-0.087746	0.03155274	-2.781	0.0057
OTHY1	1	-0.029867	0.01792075	-1.667	0.0964
SMY2	1	-0.009288	0.03493398	-0.266	0.7905
OTHY2	1	-0.004706	0.01942563	-0.242	0.8087
SMY3	1	-0.058139	0.03255467	-1.786	0.0749
OTHY3	1	-0.033786	0.01836331	-1.840	0.0666
Test: SMY3OTY3	Numerator: 0.0066	DF: 1	F value: 0.4924		
	Denominator: 0.013488	DF: 372	Prob>F: 0.4833		
Test: SMY3SMBS	Numerator: 0.0083	DF: 1	F value: 0.6121		
	Denominator: 0.013488	DF: 372	Prob>F: 0.4345		
Test: SMBSDIFF	Numerator: 0.0313	DF: 1	F value: 2.3183		
	Denominator: 0.013488	DF: 372	Prob>F: 0.1287		

Table D.2--continued

Dependent Variable: INITP

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	8.03724	1.14818	4.358	0.0001
Error	372	98.00766	0.26346		
C Total	379	106.04490			
Root MSE	0.51328	R-square	0.0758		
Dep Mean	0.86401	Adj R-sq	0.0584		
C.V.	59.40715				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.883676	0.04338050	20.370	0.0001
SMBS	1	-0.350808	0.09700174	-3.617	0.0003
SMY1	1	-0.048215	0.13944879	-0.346	0.7297
OTHY1	1	0.023724	0.07920159	0.300	0.7647
SMY2	1	-0.350992	0.15439232	-2.273	0.0236
OTHY2	1	0.130637	0.08585248	1.522	0.1289
SMY3	1	-0.258685	0.14387683	-1.798	0.0730
OTHY3	1	0.101229	0.08115748	1.247	0.2131

Test: SMY3OTY3 Numerator: 1.4508 DF: 1 F value: 5.5068
 Denominator: 0.263461 DF: 372 Prob>F: 0.0195

Test: SMY3SMBS Numerator: 0.0849 DF: 1 F value: 0.3221
 Denominator: 0.263461 DF: 372 Prob>F: 0.5707

Test: SMBSDIFF Numerator: 0.0007 DF: 1 F value: 0.0025
 Denominator: 0.263461 DF: 372 Prob>F: 0.9600

DSMPA Measures (in percent)

- 1 E Receiving Documents Posted Within Standard**
- 1 G Receiving Timeliness**
- 2 C High Priority Requisitions**
- 2 F3 Denial Rate**

Table D.3

REGRESSION RESULTS FOR MEASURES OF TIMELINESS AND ISSUE SUPPORT:
MANAGEMENT DIVISION INDICATORS

Dependent Variable: P1E

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	1613.45616	230.49374	12.210	0.0001
Error	334	6305.16094	18.87773		
C Total	341	7918.61711			
Root MSE	4.34485	R-square	0.2038		
Dep Mean	95.37281	Adj R-sq	0.1871		
C.V.	4.55565				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	92.716071	0.41054980	225.834	0.0001
SMBS	1	4.898214	0.91801726	5.336	0.0001
SMY1	1	2.310595	1.19459880	1.934	0.0539
OTHY1	1	3.788929	0.69511145	5.451	0.0001
SMY2	1	5.125595	1.31973296	3.884	0.0001
OTHY2	1	4.352679	0.74955795	5.807	0.0001
SMY3	1	-0.794643	1.23164940	-0.645	0.5192
OTHY3	1	4.719778	0.72438572	6.516	0.0001

Test: SMY3OTY3	Numerator:	336.7665	DF:	1	F value:	17.8394
	Denominator:	18.87773	DF:	334	Prob>F:	0.0001
Test: SMY3SMBS	Numerator:	302.4805	DF:	1	F value:	16.0231
	Denominator:	18.87773	DF:	334	Prob>F:	0.0001
Test: SMBSDIFF	Numerator:	803.4940	DF:	1	F value:	42.5631
	Denominator:	18.87773	DF:	334	Prob>F:	0.0001

Table D.3--continued

Dependent Variable: PIG

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	14442.05996	2063.15142	17.054	0.0001
Error	334	40406.55957	120.97772		
C Total	341	54848.61953			
Root MSE	10.99899	R-square	0.2633		
Dep Mean	72.64327	Adj R-sq	0.2479		
C.V.	15.14110				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	73.219643	1.03930662	70.450	0.0001
SMBS	1	9.444643	2.32396024	4.064	0.0001
SMY1	1	-11.792976	3.02412629	-3.900	0.0001
OTHY1	1	0.043690	1.75967430	0.025	0.9802
SMY2	1	-17.236310	3.34090335	-5.159	0.0001
OTHY2	1	-0.827976	1.89750559	-0.436	0.6629
SMY3	1	-19.548214	3.11791985	-6.270	0.0001
OTHY3	1	4.395451	1.83378210	2.397	0.0171

Test: SMY3OTY3 Numerator: 6349.0740 DF: 1 F value: 52.4813
 Denominator: 120.9777 DF: 334 Prob>F: 0.0001

Test: SMY3SMBS Numerator: 7845.4671 DF: 1 F value: 64.8505
 Denominator: 120.9777 DF: 334 Prob>F: 0.0001

Test: SMBSDIFF Numerator: 8261.3346 DF: 1 F value: 68.2881
 Denominator: 120.9777 DF: 334 Prob>F: 0.0001

Table D.3--continued

Dependent Variable: P2C

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	782.57605	111.79658	1.481	0.1731
Error	324	24456.05529	75.48165		
C Total	331	25238.63134			
Root MSE	8.68802	R-square	0.0310		
Dep Mean	30.98424	Adj R-sq	0.0101		
C.V.	28.04012				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	31.472222	0.83600490	37.646	0.0001
SMBS	1	-2.821279	1.86936378	-1.509	0.1322
SMY1	1	-1.329445	2.39395370	-0.555	0.5790
OTHY1	1	-1.370556	1.39890376	-0.980	0.3279
SMY2	1	3.069444	2.64367961	1.161	0.2465
OTHY2	1	-1.478472	1.50712926	-0.981	0.3273
SMY3	1	4.520635	2.46788386	1.832	0.0679
OTHY3	1	-0.267014	1.50712926	-0.177	0.8595
Test: SMY3OTY3	Numerator: 248.4404	DF: 1	F value: 3.2914		
	Denominator: 75.48165	DF: 324	Prob>F: 0.0706		
Test: SMY3SMBS	Numerator: 496.9658	DF: 1	F value: 6.5839		
	Denominator: 75.48165	DF: 324	Prob>F: 0.0107		
Test: SMBSDIFF	Numerator: 417.8445	DF: 1	F value: 5.5357		
	Denominator: 75.48165	DF: 324	Prob>F: 0.0192		

Table D.3--continued

Dependent Variable: P2F3

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Prob>F
Model	7	10.16586	1.45227	23.047	0.0001
Error	370	23.31491	0.06301		
C Total	377	33.48077			
Root MSE	0.25102	R-square	0.3036		
Dep Mean	0.77033	Adj R-sq	0.2905		
C.V.	32.58674				

Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	T for H0: Parameter=0	Prob > T
INTERCEP	1	0.809589	0.02091871	38.702	0.0001
SMBS	1	0.166880	0.04677565	3.568	0.0004
SMY1	1	0.219745	0.06810637	3.226	0.0014
OTHY1	1	-0.234922	0.03857219	-6.090	0.0001
SMY2	1	0.360411	0.07542346	4.779	0.0001
OTHY2	1	-0.086880	0.04183741	-2.077	0.0385
SMY3	1	0.182554	0.07027475	2.598	0.0098
OTHY3	1	-0.260405	0.04151599	-6.272	0.0001

Test: SMY3OTY3 Numerator: 2.1365 DF: 1 F value: 33.9062
 Denominator: 0.063013 DF: 370 Prob>F: 0.0001

Test: SMY3SMBS Numerator: 0.0025 DF: 1 F value: 0.0393
 Denominator: 0.063013 DF: 370 Prob>F: 0.8430

Test: SMBSDIFF Numerator: 0.6022 DF: 1 F value: 9.5575
 Denominator: 0.063013 DF: 370 Prob>F: 0.0021

Table D.4

ANNUAL ERROR RATES (PERCENT) FOR MEASURES OF WORK ACCURACY
quality division indicators

			ALC				
			OC	OO	SA	SM	WR
TIME							
baseline	BL7	MEAN	0.50	4.13	0.40	7.31	2.61
		N	15	16	11	16	17
year1	BL7	MEAN	1.06	0.62	0.44	2.61	2.26
		N	14	11	11	14	14
year2	BL7	MEAN	.	.	.	3.25	.
		N	0	0	0	2	0
year3	BL7	MEAN	.	.	.	7.10	.
		N	0	0	0	10	0

Table D.4--continued

TIME	ALC						
	OC	OO	SA	SM	WR		
baseline	1.67	1.57	0.96	1.06	1.56		
IN	32	31	33	27	33		
year1	0.69	0.11	0.26	1.59	0.79		
IN	14	12	10	14	14		
year2	.	.	.	2.22	.		
IN	0	0	0	9	0		
year3	.	.	.	1.83	.		
IN	0	0	0	12	0		

Table D.4--continued

TIME	ALC						
	OC	OO	SA	SM	WR	WR	WR
baseline	0.27	0.27	0.48	0.23	0.48	0.23	0.48
IN	28	18	25	27	29	27	29
year1	0.18	0.00	0.75	0.15	0.76	0.15	0.76
IN	11	2	8	6	14	6	14
year2				0.00		0.00	
IN				10		10	
year3				0.00		0.00	
IN				12		12	

Table D.4--continued

			AIC				
			OC	OO	SA	SM	WR
TIME							
baseline	VL3	MEAN	1.91	1.56	4.66	0.50	1.22
		N	30	23	31	30	32
year1	VL3	MEAN	1.94	2.92	3.01	1.83	1.65
		N	15	14	14	12	15
year2	VL3	MEAN	.	.	.	4.74	.
		N	0	0	0	11	0
year3	VL3	MEAN	.	.	.	1.65	.
		N	0	0	0	12	0

Table D.4--continued

			ALC				
			OC	OO	SA	SM	WR
TIME							
baseline	RECVP	MEAN	0.35	0.16	0.35	0.22	0.37
		N	35	35	35	35	35
year1	RECVP	MEAN	0.31	0.13	0.32	0.22	0.35
		N	15	15	15	15	15
year2	RECVP	MEAN	0.30	0.17	0.40	0.30	0.33
		N	12	12	12	12	12
year3	RECVP	MEAN	0.25	0.17	0.39	0.25	0.28
		N	14	14	14	14	14

Table D.4--continued

			ALC				
			OC	OO	SA	SM	WR
TIME							
baseline	INITP	MEAN	0.52	1.76	0.60	0.53	0.66
		N	35	35	35	35	35
year1	INITP	MEAN	0.46	1.78	0.91	0.84	0.48
		N	15	15	15	15	15
year2	INITP	MEAN	0.63	1.75	1.16	0.53	0.51
		N	12	12	12	12	12
year3	INITP	MEAN	0.86	1.04	1.25	0.62	0.79
		N	14	14	14	14	14

Table D.5

ANNUAL PERCENTAGES FOR TIMELINESS AND ISSUE SUPPORT
management division indicators

TIME	ALC						
	OC	CO	SA	SM	WR		
Baseline (PIE)	90.57	96.39	96.25	97.61	87.65		
IN	28	28	28	26	28		
Year1 (PIE)	93.68	99.29	96.15	95.03	96.71		
IN	15	15	15	15	15		
Year2 (PIE)	96.16	99.09	97.79	97.64	95.21		
IN	12	12	12	12	12		
Year3 (PIE)	96.80	97.35	97.17	91.92	93.11		
IN	14	11	14	14	14		

Table D.5--continued

TIME	AUC					
	OC	OO	SA	SM	WR	WR
baseline	MEAN	63.11	75.89	81.43	82.60	72.45
	N	28	28	28	28	28
year1	MEAN	64.57	68.79	76.38	61.43	52.32
	N	15	15	15	15	15
year2	MEAN	65.43	77.88	74.27	55.98	72.00
	N	12	12	12	12	12
year3	MEAN	75.55	60.63	72.16	53.67	62.76
	N	14	11	14	14	14

Table D.5--continued

TIME	AIC					
	OC	OO	SA	SM	WK	WK
baseline	29.33	32.02	34.03	29.65	30.54	30.54
IN	27	27	27	27	27	27
year1	27.81	26.63	32.03	30.14	33.93	33.93
IN	15	15	15	15	15	15
year2	25.53	29.63	31.94	34.54	32.88	32.88
IN	12	12	12	12	12	12
year3	24.69	38.58	26.15	35.94	36.12	36.12
IN	14	8	12	14	14	14

Table D.5--continued

TIME	ALC						
	OC	OO	SA	SM	MR		
Baseline P2F3	6.67	0.78	1.14	0.96	0.65		
IN	36	36	36	36	36		
Year1 P2F3	0.46	0.58	0.73	1.03	0.53		
IN	15	15	15	15	15		
Year2 P2F3	0.62	0.51	0.90	1.17	0.77		
IN	12	12	12	12	12		
Year3 P2F3	0.36	0.66	0.66	0.99	0.54		
IN	14	7	14	14	14		

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