



NAVAL
POSTGRADUATE
SCHOOL



The Good, the Bad, and the Ugly: Survey Examples

Professor Ron Fricker
Naval Postgraduate School
Monterey, California



Goals for this Lecture

- Examine good and bad survey practices with actual examples...



NAVAL
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Mail Survey Example: Nielson Survey



Notification Postcard

nielsen

The Nielsen Company
501 Brooker Creek Blvd.
Oldsmar, FL 34677

RETURN SERVICE REQUESTED

*****AUTO**3-DIGIT 939

TV
315
PA

nielsen

We've produced the TV ratings for over 50 years!

It is my pleasure to tell you that your household has been chosen to participate in a Nielsen Household survey!

In a few days you will receive a large blue and white envelope. In it you will find a brief Nielsen Household survey. This is a special opportunity for you to represent your opinion.

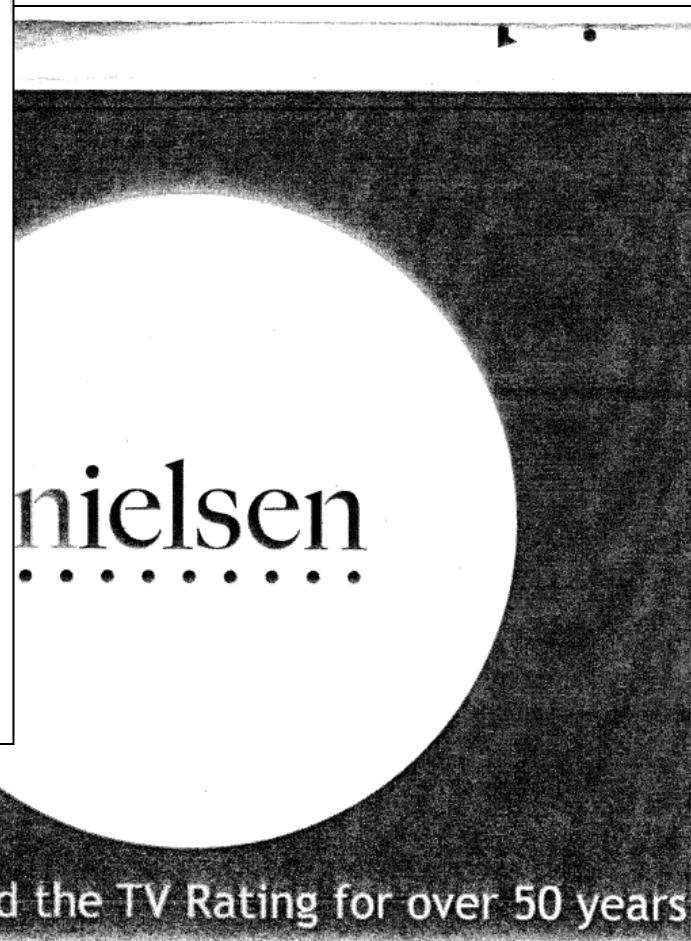
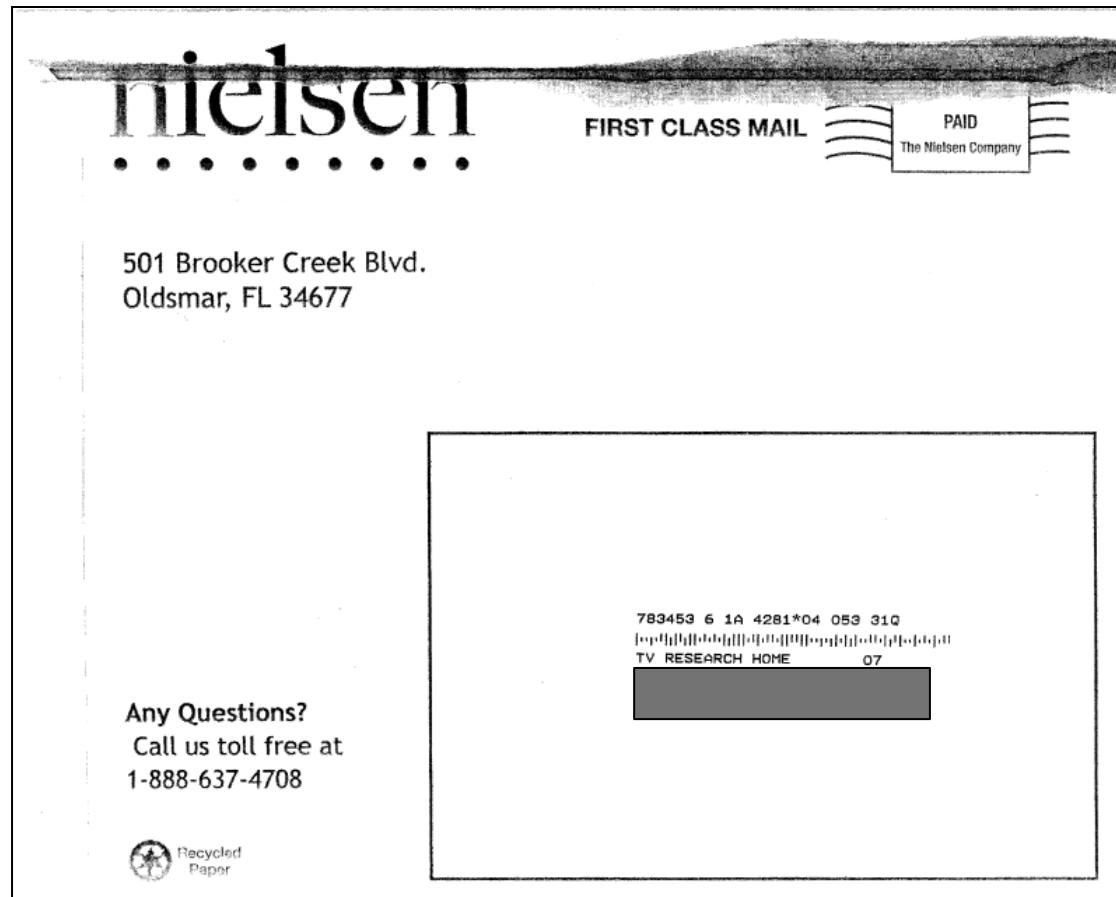
Please be assured that we are not attempting to sell anything to you. Our only purpose is to collect information from TV households such as yours from across the country.

Please watch your mail, our survey will arrive soon. Thank you.

ABSTV_e



Invitation Envelope



6/26/12

We've produced the TV Rating for over 50 years



Cover Letter

Welcome!

Your home was specially selected!

We want to know what you watch!

Just follow these simple steps to become part of the Nielsen Family.

You may be selected to participate in an upcoming survey where YOU will be the one to tell us what you're watching on TV.

1. Fill out the enclosed questionnaire to give us a little more information about your household.

Any information you provide to Nielsen will be kept strictly confidential. We will not reveal or sell your information to anyone.

2. Return your completed questionnaire in one of three easy ways:

Log in to www.NielsenTVFamily.com. Use the User ID and password located on the back of the questionnaire to answer the questions online.

Call us at 1-888-637-4708. Complete the questionnaire over the phone with a Nielsen representative.

Use the mail. Return the questionnaire to us in the enclosed, postage-paid envelope.

3. Wait for Nielsen to contact you!

We've sent you \$2 today just for completing this first questionnaire. We may contact you soon about participating in the TV ratings diary study.

Make sure you fill in a phone number and email address on your questionnaire so we can reach you!

nielsen

Any Questions?
1-888-637-4708 (toll-free)
tvsurvey@tvratings.com (email)

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and service marks of Nielsen Media Research, Inc. and its
affiliates and/or subsidiaries.

AB5-PPcLz2



The Survey (1)

There are 3 easy ways to return this questionnaire:

www.NielsenTVFamily.com

Log in with your USER ID & PASSWORD located on the back cover.

1-888-637-4708

Call us toll-free by telephone.

Mail

Use the postage-paid return envelope

NOTE:
Please turn to back
to verify that your
mailing address is
correct.

PLEASE BE SURE TO RETURN THIS
QUESTIONNAIRE BY MAY 23, 2011.



783453 6 1A 4281*04 053 31Q

User ID: ERGTYY26 Password: PAMMWMBL

We would like to verify the contact information we have listed for you below. If needed, please make any corrections.

Name
Street Address
Apt./Lot#
City/State/Zip

TV RESEARCH HOME

Is the information shown above correct?

Yes

No (Please write the correct and complete information below)

Name: _____

Street Address: _____

City and State: _____

ZIP Code: _____



Television
Household Survey

nielsen

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NBC PROV



The Survey (2)

Instructions

Please answer the following questions to the best of your ability. Some questions refer to you only, while others refer to the entire household. Please place a check in the appropriate box below. Thank you.

1. How would you rate the quality of TV programming today? Please use a scale of 1 to 5, with 1 being "Not at All Satisfied" and 5 being "Extremely Satisfied".

Not at All Satisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Extremely Satisfied
1	2	3	4	5	

2. What types of programs do you typically watch?

3. How many working TV sets are there in your home?

<input type="checkbox"/> Zero	<input type="checkbox"/> Three
<input type="checkbox"/> One	<input type="checkbox"/> Four
<input type="checkbox"/> Two	<input type="checkbox"/> Five or more

4. Do you have a Digital Video Recorder?

<input type="checkbox"/> No
<input type="checkbox"/> Yes

For questions 5 through 9, please fill in the answers for the household member living here who owns, is buying, or rents this home. (If more than one person qualifies, please choose one of them and answer the questions about that person.)

5. Which of the following Age groups includes this person?

<input type="checkbox"/> Under 35 years of age
<input type="checkbox"/> 35 to 49 years of age
<input type="checkbox"/> 50 or more years of age

6. Is this person Spanish, Hispanic or Latino?

<input type="checkbox"/> No
<input type="checkbox"/> Yes

7. What race or races is this person? Please check all that apply.

<input type="checkbox"/> American Indian or Alaska Native
<input type="checkbox"/> Asian
<input type="checkbox"/> Black or African American
<input type="checkbox"/> Native Hawaiian or Other Pacific Islander
<input type="checkbox"/> White
<input type="checkbox"/> Some other race (please specify):

8. Does this person speak Spanish in the home?

<input type="checkbox"/> No
<input type="checkbox"/> Yes

If you answered "NO" to question 8, please skip to question 10.

If you answered "YES" to question 8, please continue with question 9.

9. Thinking about the language(s) this person speaks in the home, would you say this person speaks?

<input type="checkbox"/> Only Spanish
<input type="checkbox"/> Mostly Spanish, but some English
<input type="checkbox"/> Spanish and English equally
<input type="checkbox"/> Mostly English, but some Spanish
<input type="checkbox"/> Only English

10. Including yourself, is anyone living in this home employed by or a principal owner of:

a television station or network,
a radio station or network,
a cable system or network, or
a satellite system provider?

<input type="checkbox"/> No
<input type="checkbox"/> Yes

11. We've produced the TV ratings for more than 50 years.
Before today, had you ever heard of Nielsen ratings?

<input type="checkbox"/> No
<input type="checkbox"/> Yes

12. Including yourself, does anyone living in this home have at least one working cell phone?

<input type="checkbox"/> No
<input type="checkbox"/> Yes

13. Do you have a landline telephone that is used to make and receive calls?

<input type="checkbox"/> No
<input type="checkbox"/> Yes

14. Nielsen performs other TV ratings studies, including by telephone and internet. In case you are selected for future TV ratings research, please provide the following additional contact information below. Please be assured that this information will be kept strictly confidential and that we will not reveal or sell your information to anyone.

Phone #: () -

Email Address: @



An Incentive





Explanatory Literature Included

Welcome!

You could be the next household to tell us what you watch!

nielsen

Any Questions?

Please contact us at:
1-888-637-4708
tvsurvey@tvratings.com

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nielsen

Who is Nielsen?

How did you pick my home?

Your home was specially selected. Since we can't measure everyone, we use statistical sampling to make sure that everyone has an equal chance of being selected to participate in the survey. This way, the sample represents all homes in the United States.



Who is The Nielsen Company?

The Nielsen Company is the world's leading provider of marketing and media information, including the Nielsen TV Ratings. The Nielsen TV Ratings are reports used by TV stations, TV and cable networks, advertisers and other media companies to learn what different types of people watch on TV across the U.S. You may have seen stories about the top programs watched that week or how many people watched a special event like the Super Bowl.

What's in it for me? / Will it cost me anything to participate?

You will be representing your community in Nielsen's television research. No two homes use TV in the same way so it's important that we include all types of homes in our research. No one will ever try to sell you anything because you take part in our study and participation will never cost you anything.

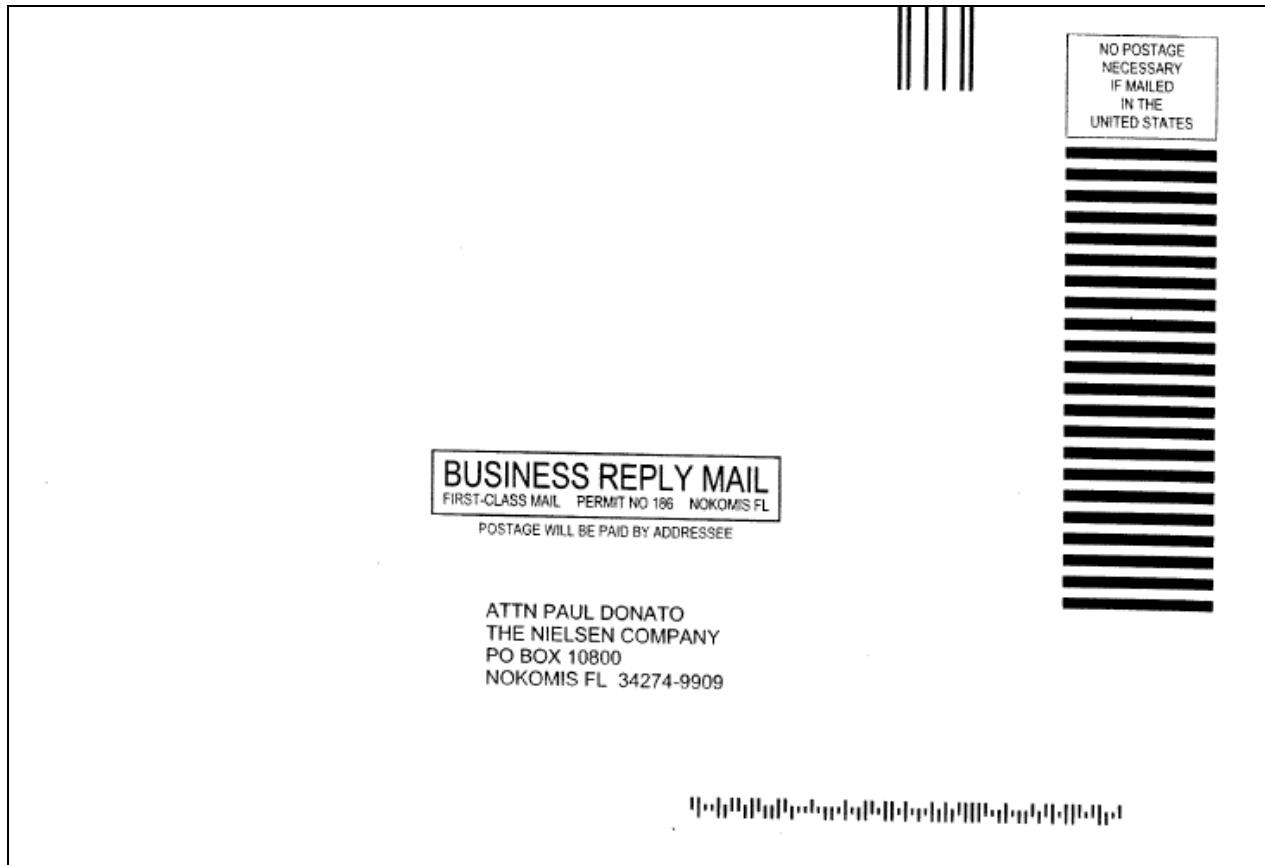
Is the information that I give to Nielsen kept confidential?

Yes. The Nielsen Company is a professional research company; keeping the information of homes participating in our research confidential is very important to us. We ask that you not tell anyone in the television industry that your home is included in the survey.

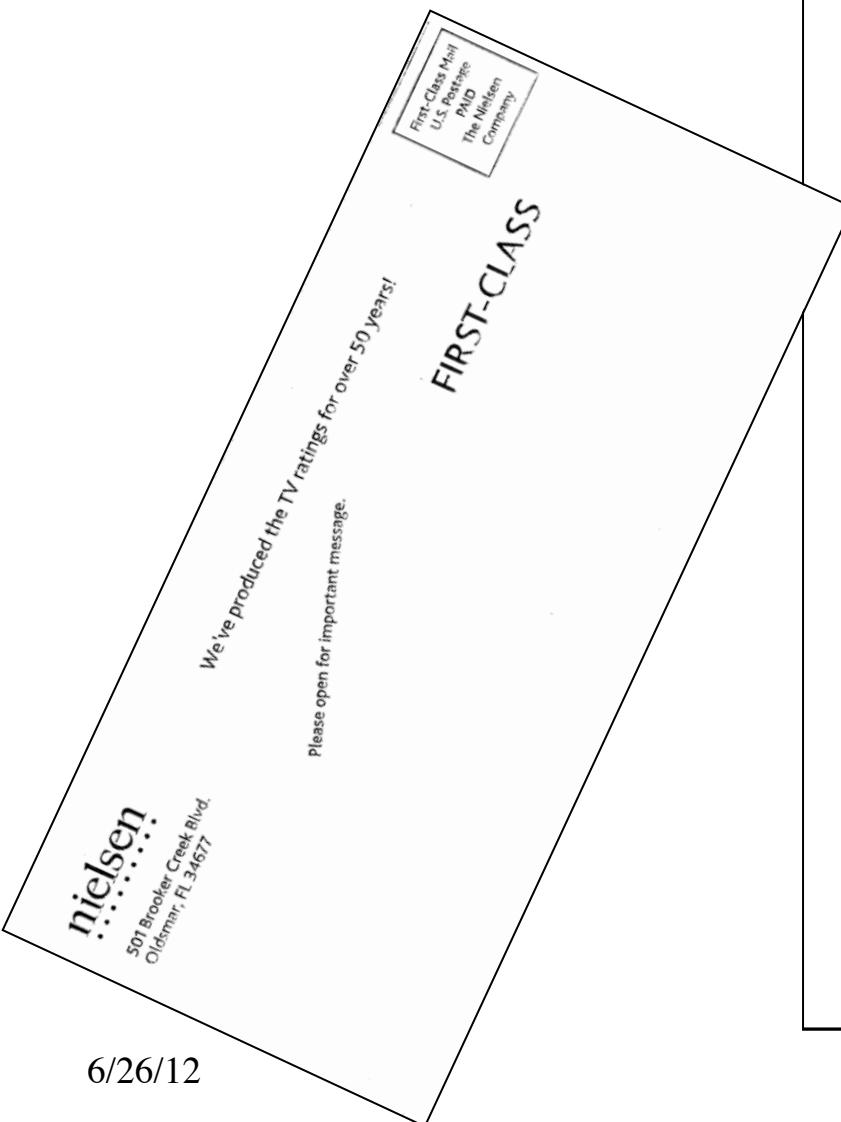




Response Envelope



Nonresponse Follow-up



6/26/12

nielsen

We've produced the TV ratings for over 50 years!

The Nielsen Company • 501 Brooket Creek Boulevard • Oldsmar, FL 34677

*****AUTO**3-DIGIT 939

0200-46875 06/2/10

TV Research Home



May 3, 2011

Dear TV Research Home:

Don't miss this chance to represent your community. Relatively few homes are selected to take part in this survey. Your household is very important to us.

Please mail your completed survey as soon as possible. If you have already completed or returned the survey we sent you, thank you, please disregard this letter.

If you no longer have the paper survey, you can complete it online or by phone.



Instantly Online:

Log on to our website

www.NielsenTVFamily.com

or



By Phone:

Call us toll-free

1-888-637-4708

Please have your User ID
and Password ready.

User ID: ERGTYY26
Password: PAMMWMBL

Any information you provide is kept completely confidential and we will never try to sell anything to you. We only want to learn about your household.

We look forward to receiving your completed survey no later than May 23, 2011.

Thank you very much,

Paul Donato

Chief Research Officer

The Nielsen Company

ABS_PPRLe

020046875 100046875



NAVAL
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SCHOOL



Web Survey Example: Marriott Consumer Satisfaction



E-mail Invitation

From: HarrisPoll@hpolsurveys.com

Sent: Mon 1/14/2008 10:45 AM

To: Fricker, Ronald (Ron) (CIV)

Cc:

Subject: Regarding your recent stay at Marriott

Dear Guest:

Thank you for choosing Marriott for your recent trip.

It is our goal to completely satisfy our guests on every stay. We value your opinion and would like to invite you to take a very brief follow up survey regarding your recent stay at the Waikiki Beach Marriott Resort.

To access the guest survey, click on the specified link below. If your email program does not support links, copy and paste the address into your web browser:

http://hpolsurveys.com/W26693en_US.asp?id=1210023375&pwd=7721

Your feedback will be used by the hotel and our corporate office in the United States to improve Marriott products and services. By completing this survey, you may be contacted by the hotel to help improve the quality of service provided. We sincerely thank you for sharing your opinions as we continue to do our best to provide you with the ultimate hotel experience.

Sincerely,

J.W. Marriott, Jr.
6/26/12 Chairman and Chief Executive Officer
Marriott International, Inc.



Opening Screen



RENAISSANCE[®]
HOTELS & RESORTS

Your Recent Marriott Stay

During the survey, please do not use your browser's **FORWARD** and **BACK** buttons. Instead, please always use the buttons below to move backward and forward through the survey.

Simply click on the **NEXT** button at the bottom of the page to begin the survey.

Please select the language that you would like to take this Survey in:

NEXT

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Screen 2

You have selected *English* for this survey.

Click the Next button below to continue or the back button below to change languages.





Screen 3



The progress bar below indicates approximately what portion of the survey you have completed.

Thank you for participating in our survey, this survey will take less than five minutes of your time to complete. Upon completion of the survey, as a token of our appreciation, we will send you a \$5 Marriott Rewards Cheque.

Our records indicate that you recently stayed at the Waikiki Beach Marriott Resort from 11/12/2007 to 11/22/2007 . We value and encourage guest comments during each guest visit and you may have completed a Guest Satisfaction survey during your stay. We would like to evaluate your experience. Please be advised that all responses are confidential.

Did you stay at the Waikiki Beach Marriott Resort during the time period specified ?

- Yes
- No
- Don't Recall

NEXT →

PROGRESS

6/26/12

[RESUME LATER](#)

17



Screen 4



Was this your first time staying at the Waikiki Beach Marriott Resort?

- Yes
- No

[NEXT →](#)

PROGRESS

A horizontal progress bar consisting of a yellow segment followed by a white segment.

[← BACK](#)

[RESUME LATER](#)



Screen 5



Overall, using a scale from 1 to 10, with "1" being "Poor" and "10" being "Excellent", how would you rate your overall experience with the Waikiki Beach Marriott Resort during this visit?

PROGRESS

NEXT

BACK

[RESUME LATER](#)



Logic Check on Screen 5



Overall, using a scale from 1 to 10, with "1" being "Poor" and "10" being "Excellent", how would you rate your overall experience with the Waikiki Beach Marriott Resort during this visit?

Invalid Characters: " __ " |g

NEXT ➔

PROGRESS

⬅ BACK

RESUME LATER



Screen 6



Did you experience any problems during your stay at the Waikiki Beach Marriott Resort?

- Yes
- No
- Do not recall

[NEXT →](#)

PROGRESS 

[← BACK](#)

[RESUME LATER](#)



Screen 7



Would you describe this problem as minor, moderate or severe?

- Minor
- Moderate
- Severe

NEXT ➔

PROGRESS A horizontal progress bar consisting of a yellow segment followed by a white segment.

⬅ BACK

RESUME LATER



Screen 8



Did you report this problem to anyone?

- Yes
- No

[NEXT →](#)

PROGRESS

[← BACK](#)

[RESUME LATER](#)



Screen 9



Using a scale of 1 to 10, where "1" is "Completely Dissatisfied" and "10" is "Completely Satisfied", overall, how satisfied were you with the resolution of the problem(s)?

NEXT

PROGRESS

BACK

[RESUME LATER](#)



Screen 10



During the course of your stay, were you provided with a Guest Satisfaction Survey regarding your overall experience with the Waikiki Beach Marriott Resort?

- Yes
- No
- Not Sure

NEXT ➔

PROGRESS

⟲ BACK

[RESUME LATER]



Screen 11



How was the survey provided to you? Please select all that apply.

- Upon arrival at Registration
- Available in your guest room
- Upon departure at Front Desk
- Distributed by hotel employee
- Included in folio package
- Available in the concierge lounge
- Other
- Not Sure

NEXT ➔

PROGRESS

⬅ BACK

[RESUME LATER](#)



Logic Check on Screen 11



How was the survey provided to you? Please select all that apply.

Invalid choice combination

- Upon arrival at Registration
- Available in your guest room
- Upon departure at Front Desk
- Distributed by hotel employee
- Included in folio package
- Available in the concierge lounge
- Other
- Not Sure

NEXT →

PROGRESS

← BACK

RESUME LATER



Screen 12



Were you encouraged to complete this survey by a member of the Waikiki Beach Marriott Resort staff?

- Yes
- No

[NEXT →](#)

PROGRESS

[← BACK](#)

[RESUME LATER](#)



Screen 13



Did you fill out the survey?

- Yes, I answered all of the questions.
- Yes, I answered some of the questions.
- No, I did not fill out the survey.

[NEXT](#)

PROGRESS

[BACK](#)

[RESUME LATER](#)



Screen 14



How did you return your survey response to Marriott?

- Placed in envelope provided and mailed directly
- Placed in survey drop box in the hotel
- Handed to member of staff
- Left in room
- Other

[NEXT ➔](#)

PROGRESS

⬅ [BACK](#)

[RESUME LATER](#)



Screen 15



In which country or region do you currently reside?

Please choose one .

United States .

Argentina .

Australia .

Austria .

Belgium .

Brazil .

Canada .

Chile .

China .

Costa Rica .

Denmark .

Egypt .

England .

Finland .

France .

NEXT →

PROGRESS

← BACK

RESUME LATER



Screen 16



Are you currently a member of the Marriott Rewards Program?

- Yes
- No
- Don't recall

[NEXT](#)

PROGRESS

[progress bar]

[BACK](#)

[RESUME LATER](#)



Screen 17



Are you male or female?

- Male
- Female

NEXT →

PROGRESS

← BACK

[RESUME LATER](#)



Screen 18



What is your age?

- Under 18
- 18-24
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60-64
- 65 and over
- Not Sure
- Decline to answer



Screen 19



In what month were you born?

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December
- Decline to answer



Screen 20



Meeting the needs and expectations of customers has always been our highest priority, and that includes protecting your privacy. The sole purpose of this survey is to allow us to measure and monitor guest satisfaction at our hotels. Responses to this survey are forwarded to our headquarters office in the United States for analysis and follow-up. If you have any concerns about privacy of your personal information, please contact us at privacy@marriott.com.

If you would like to receive the \$5 Marriott Rewards Gift Cheque, we will need for you to provide your complete address information on the next screen.

Would you like to receive the Gift Cheque?

- Yes
- No

NEXT

PROGRESS

BACK

[RESUME LATER](#)



Screen 21



Please allow 4 to 6 weeks for delivery of your Marriott Rewards Gift Cheque.
Please enter your information below in order to receive the Gift Cheque.

First Name:	<input type="text"/>
Last Name:	<input type="text"/>
Street Address:	<input type="text"/>
City:	<input type="text"/>
State/Province/Territory:	<input type="text"/> Please choose one . AL - Alabama . AK - Alaska . AZ - Arizona .
Zip/Postal Code:	<input type="text"/>

NEXT →

PROGRESS

← BACK

RESUME LATER



Closing Screen

HarrisPollOnlineSM

Powered by Harris Interactive

Thank you for your thoughtful and honest responses to these questions, and most of all, thank you for your time!

PROGRESS



Wal-Mart Example: “Community Support” Survey

“Cover Letter”

- Wal-Mart wants to open a store in Soledad
- Demonstrating community support would help them



Dear Soledad Residents,

On behalf of Wal-Mart, I wanted to take a moment to share with you information regarding our hope to bring a new Wal-Mart Supercenter to the CreekBridge Soledad Plaza Shopping Center. We are proud to be included as the lead tenant of the proposed shopping center and appreciate the great deal of support we have received from the community.

At Wal-Mart, we strive to save working families money. In these tough economic times, saving money isn't just nice, it's a necessity. Did you know Wal-Mart saves the average American household more than \$2,500* a year? That's the equivalent of more than six months of groceries; almost a full-year's worth of gasoline for a one-car family; or almost half of cost of the average tuition at a public four-year university.

In addition to significant savings, a Wal-Mart Supercenter in Soledad will create around 450 new jobs with competitive pay and performance-based bonuses. Wal-Mart offers great benefits to both full-time and part-time associates that include health and dental insurance, 401(k) plans, profit sharing, and much more. Whether you're looking to supplement your income, work your way through school, or begin a rewarding career, Wal-Mart is a great place to work.

A Wal-Mart Supercenter will help bring retail opportunities to Soledad and generate much needed new sales tax revenue to provide funding for important city services such as police and fire protection, libraries, parks and schools. Additionally, in 2007, the Salinas Wal-Mart store raised and contributed more than \$33,000 to local organizations such as the Monterey County Police Activities League, the City of Salinas Fire Department, and the University Park Elementary School. A Wal-Mart Store in Soledad means a community partner with similar charitable giving opportunities.

Wal-Mart serves thousands of communities across America and in those communities, we've formed some remarkable partnerships. Our promise to the residents of Soledad is that we will be nothing less than an active, contributing member of your community as well.

To learn more about Wal-Mart and the benefits we bring to the communities we serve, [please join us for a community meeting on Thursday, May 15 from 4:00 PM to 7:00PM at the Soledad YMCA, 560 Walker Drive](#). Wal-Mart representatives will be on hand to answer any questions.

Sincerely,

Kevin Loscotoff
Wal-Mart Stores Inc.
Senior Manager, Public Affairs

PS: I have included a card to indicate your support for a new Wal-Mart in Soledad. Please take a moment to fill out the card and mail it back to us. Your opinion is important to us.

*Savings are based on Wal-Mart's impact on the economy and will be realized no matter where consumers shop.



Your opinion is important to us. Please check all that apply.

- I think a Wal-Mart would be good for Soledad's economy.
- I'd shop at a Wal-Mart in Soledad.
- I know someone who would apply for a job.
- Yes, count me as a public supporter of Wal-Mart coming to Soledad.
- Other Comments _____

Name (please print) _____

Signature _____

Street Address _____

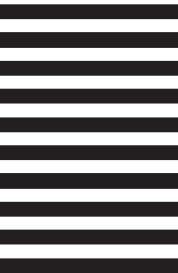
City _____ Zip _____

E-mail _____

Thank you! Please send this card back today!

MAIL
VAN NUYS, CA

NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

A series of ten thick black horizontal lines, commonly used on postcards to indicate postage has been paid.

WALMART CUSTOMER ACTION NETWORK
PO BOX 8425
VAN NUYS CA 91499-4259



Wal-Mart's Summary of Results

Letter Sent to Mayor Ortiz of Soledad

July 7, 2008

Honorable Mayor Richard Ortiz
City of Soledad
248 Main Street
Soledad, CA 93960

Dear Mayor Ortiz,

On behalf of Wal-Mart, I am writing to extend our entire team's enthusiasm and commitment to the City of Soledad. As you know, we are working diligently with CreekBridge and City staff, towards the goal of opening our store as soon as possible. Wal-Mart is looking forward to the possibility of opening a store in your community and would like to seek the opportunity to explore the possibility of partnering with the City and the business community to assist in the continued revitalization of the City of Soledad.

Our feeling that a Wal-Mart Supercenter is a good fit for your community has been bolstered by an overwhelming response to a recent, bi-lingual direct mail survey sent to 5,100 Soledad households to evaluate support for the proposed Wal-Mart Supercenter in Soledad. We have been thrilled to have had such enthusiastic responses from 1003 households. Of the responses received as of June 11, 2008, an amazing:

- *95.1% of respondents indicated that a Wal-Mart would be good for Soledad's economy.*
- *94.9% said they would shop at a Wal-Mart in Soledad.*
- *87.0% answered that they know someone who would apply for a job with Wal-Mart.*
- *90.1% indicated affirmatively to the statement, "Yes, count me in as a public supporter for Wal-Mart."*



Handwritten comments were also overwhelmingly positive, speaking in support of a new Wal-Mart Supercenter including benefits such as the city's general economy, cost savings, product selection, jobs and both the convenience and fuel cost savings of the Soledad location. Among the comments were:

- "We need a Super Wal-Mart that has everything including a grocery store. We need it as soon as possible."
- "Creo que seria muy beneficioso para la economica de esta ciudad nos traeria."
- "Cost of living (gas, food) is getting real high. A low price Super Wal-Mart would save my family a lot of money."
- "Una Wal-Mart sera tienda que servira la comunidad muy bien estoy de acuerdo de poner una Wal-Mart en Soledad."
- "Send me an application would like to work at Wal-Mart in Soledad ASAP."
- "No manejo automobile y es duro conseguir transportacion a otros pueblos."
- "My son would apply. I am disabled and with my sleep disorder, I would be able to stay in town to buy all my needs here! Build it (44 year old resident) ASAP. I am praying for the Super Wal-Mart to come to our town soon."
- "Pienso que seria conveniente po que hay personas mayorea que se pueden ocupar especialmente los jovenes para que tengan trabajo para ellos."
- "I along with other Soledad residents do the bulk of my shopping in Salinas. It costs me in time so I plan one day a week to go to get all of my household items. Having a Wal-Mart here would keep my dollars in Soledad and save me time."

As you know, we hosted a community information meeting which was attended by approximately 100 community members. At that meeting, the community response was overwhelmingly positive. I believe that we were also able to clear any confusion and misinformation. As you may also know, Matthew Fitzgerald, Wal-Mart's Regional Grassroots Manager, Sean Jackson, our local Market Manager and Kristina Chavez Wyatt of Armanasco Public Relations, Inc., our community relation consultant, have been meeting with local community members and leaders to ensure that their questions are answered and concerns addressed.

All of the above activity, our desire to bring up to 450 quality jobs to Soledad coupled with our commitment to the Soledad community is evidence that we look forward to being a good neighbor. Please feel free to contact me if you have any questions.

Sincerely,

Kevin Loscutoff
Senior Manager of Public Affairs & Government Relations
Wal-Mart Stores, Inc.



How News Media Reported...

Wal-Mart Survey Shows Residents Approve

Last Update: 7/08 12:23 pm

A A A A

[Print Story](#) | [Email Story](#)

- [Wal-Mart Survey Comment Summary \(33.9KB\)](#)
- [Wal-Mart Survey Letter Response Cards \(621.8KB\)](#)

07/08/08

SOLEDAD, Calif.- A big box store is hoping to set up shop in Soledad and the company says the residents want them there. Wal-Mart says the results of a community survey show an overwhelming positive response for the proposed super center.

Bilingual surveys were recently sent to 51 hundred Soledad household asking what they thought if a Wal-Mart were to be built in their city.

95.1 percent said it would be good for Soledad's economy, nearly 95 percent said they would shop at a Wal-Mart, 87-percent know someone who would apply for a job with the company, and 90.1 percent said they would support a Wal-Mart.





Another...

Monday, July 21, 2008

Monterey County
The Herald

Soledad residents ready for Wal-Mart

Local stores expensive, don't carry items, they say

By CLAUDIA MELÉNDEZ SALINAS

Herald Salinas Bureau

Article Last Updated: 07/14/2008 01:35:28 AM PDT

Beverly Willitt opens the kitchen cabinet above her counter and in rapid succession pulls out all the items she regularly purchases in Salinas — 28 miles north of her Soledad home.

There's the Curves' fiber bars, the Healthy Choice pickles, the fat-free pudding, the decaffeinated green tea. In the freezer she points to the caramel praline crunch fat-free ice cream and the frozen dinners which

However, the arguments put forward by small-business owners against Wal-Mart don't seem to touch the hearts and minds of Soledad residents. A survey conducted by Wal-Mart found that more than 90 percent of the respondents support bringing the store to town. Wal-Mart sent the bilingual survey to 5,100 households in Soledad, and received 1,003 responses, according to the Armanasco Public Relations agency.

Sure, there are stores in Soledad, but they are either too small or don't carry the brands she wants, Willitt said. And there are many items she simply can't find in the city: shoes, fabric, a battery for her husband's watch.

Willitt, like hundreds of Soledad residents, can't wait for a proposed Wal-Mart Supercenter to become a reality.



And Another...



July 8, 2008

Wal-Mart: Survey shows community support in Soledad

By MARIA INES ZAMUDIO
The Salinas Californian

A survey of Soledad residents shows overwhelming support for bringing a Wal-Mart to the community, the national retailer says in a letter to the city's mayor.

The survey, which the company conducted by mail, found that 95 percent of the respondents indicated Wal-Mart would be good for Soledad's economy. It also found that 94 percent said they would shop at a Wal-Mart in Soledad.

A Super Wal-Mart - similar to one in Gilroy - is proposed for the Soledad Plaza Shopping Center at Front Street and San Vicente Road, just east of Highway 101.

If the proposal goes forward, the 215,000-square-foot store would stand on what's now a 45-acre lettuce field and be completed by summer 2009, developers have said. The bilingual survey was conducted through direct mail and sent to 5,100

Soledad households. Wal-Mart received 1,003 responses, the retailer said in a letter to Mayor Richard Ortiz.

According to population estimates from the California Department of Finance, Soledad had 28,075 people in 2006, although that number includes inmates at the two nearby prisons.

Opponents of the proposed big-box store are questioning the validity of the survey.

"It's a small sample," said Randy Lent of Soledad. "You can prove anything with a survey if you have a small enough sample."



The Only One to Get it Right



POSTED JULY 17, 2008 12:00 AM

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SQUID SPEAKS

Squid Fry

By

[BOOKMARK](#)

I HEART WAL-MART... Bring in the cheerleaders and the tickertape parade: A **Wal-Mart Supercenter** is coming to **Soledad**. Yay! Everyone is thrilled! So says Wal-Mart, with a little help from **Armanasco Public Relations** (the PR firm that Satan would hire should he want to build a theme park on Cannery Row). And now the daily rags, **The Californian** and **The Monterey County Herald**, are toeing the company line: "Soledad residents ready for Wal-Mart," reads a *Herald* headline; "A survey of Soledad residents shows overwhelming support for bringing a Wal-Mart to the community, the national retailer says in a letter to the city's mayor," reads the *Californian*'s story. More than 90 percent of respondents say they support Wal-Mart and it would be good for Soledad's economy. Hmm... maybe Wal-Mart is Squid's new happy place.

6/26/12

Oh, wait, it says in both stories that Wal-Mart conducted the survey itself. (For the record: the last survey Squid conducted about Squid found 99 percent of respondents think Squid is super sexy and super smart.) Anyway, the pro-Wal-Mart results made Squid curious to see the actual questionnaire.

"Please check all that apply," it says. "I think a Wal-Mart would be good for Soledad's economy; I'd shop at a Wal-Mart in Soledad; I know someone who would apply for a job; Yes, count me as a public supporter of Wal-Mart coming to Soledad; Other comments."

Wait, that's it? Where's the "Wal-Mart sucks" box to check?

As one of Squid's fellow cephalopod buddies says, "Kinda like a Zimbabwean ballot these days. I forgot to check, did the *Californian* run the headline, '**Mugabe** supported'?"

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Web Survey Example: NPS “ITACS” Survey



E-mail Invitation

From: [REDACTED]
Sent: Tuesday, November 14, 2006 8:30 AM
To: NPS IT Task Force
Cc: [REDACTED]
Subject: Request for Survey Assistance
Importance: High

NPS IT Task Force members,

As you already know, ITACS is starting the process towards determining requirements for the next generation of the NPS network. Towards that end, two volunteer groups of Systems Analysis and Design students are helping collect as much User input as possible. Our group is focusing strictly on Faculty and Staff, while a second group will canvas the students.

The web address below will take you to a short survey (5-10 mins) with some open-ended questions focused on what the Users of the NPS network would like to change and/or add to the current network. Most of the questions are intentionally open to allow everyone the opportunity to put their thoughts down without any restrictions. The sky is limit here since these are simply just requests, not requirements. The survey is also anonymous – no names, addresses, etc. are collected.

We ask that you forward this email, or one of your choosing, to everyone in your department or organization that you represent with the request that they too fill out the survey. The more respondents we have to the survey, the better the input ITACS can use in crafting the next generation network.

Following completion of the survey, our group would like to conduct short-interviews with those IT Task Force members who would like to do so. This will give the Task Force member an opportunity to elaborate on their department or organization's survey results and IT requirements, or simply explain what someone who may not be IT-inclined is really saying. We will begin setting up interviews at the end of this week and beginning of next week. (We student-types have plenty of exams this week.)

If you have any questions, comments, or there are problems with the survey, please don't hesitate to contact me at this email address. We would like to thank you, on ITACS behalf, for your assistance and efforts in getting as many people as possible to complete the survey.

R/ and Thanks,
[REDACTED]

Survey is at the following address: <http://www.surveymonkey.com/s.asp?u=46582869094>



Survey Opening Screen

ITACS Network Upgrade Survey for Faculty and Staff [Exit this survey >>](#)

1. Survey Disclosure

FOR OFFICIAL USE ONLY

1. Purpose
The Naval Postgraduate School (NPS) Information Technology And Communication Systems (ITACS) department is soliciting current network user inputs in designing the next generation network upgrade. The survey is designed to hopefully give the respondent as much leeway as possible in crafting their responses.

ITACS is soliciting responses from all NPS users in order to ensure the best possible system architecture to meet current and near-future requirements. Your responses will help ITACS determine the specific hardware and software possibilities to make sure the Naval Postgraduate School is on the technological edge of academic and research capabilities.

2. Background Information
This survey is being conducted on behalf of the Naval Postgraduate School ITACS and which may share this information with other agencies or organizations conducting similar research.

3. Procedures
The survey consists of 8 questions and takes approximately 5-10 minutes to complete depending on the length of your answer. Click on the appropriate answer for each survey question or type in additional information as required, then click NEXT to advance to the next screen.

4. Risks and Benefits
I understand that this survey involves no risks or discomforts greater than those encountered in the use of a computer. I understand that my participation in this survey will provide data for ITACS to generate a proposal of network upgrade requirements.

5. Compensation
I understand that no tangible reward will be given except the personal satisfaction of helping my fellow NPS professionals. A copy of the survey results will be available at the conclusion of the study.

6. Confidentiality and Privacy Act
I understand the records of this survey will be kept confidential. I also understand that records of my participation will be retained permanently by the Naval Postgraduate School.

7. Voluntary Nature of the Study
I understand that my participation is strictly voluntary. If I agree to participate, I am free to withdraw from the survey at any time without prejudice. I may print out a copy of this screen for my records.

8. Points of Contact
I understand that if I have any further questions or comments after the completion of the study, I may contact the Principal Investigator or Project Manager: LCDR Mike Zanger, USN, mszanger@nps.edu and Prof Mark Bergman, CIV, mbergman@nps.edu.

9. Statement of Consent
By clicking the NEXT button below, I am acknowledging that I have read and understand this information, and agree to voluntarily participate in this survey. I also understand that I may stop at any time by exiting this website.

[Next >>](#)

Internet



The Survey

ITACS Network Upgrade Survey for Faculty and Staff [Exit this survey >>](#)

2. NPS Network Upgrade Survey - Demographics

1. In which NPS organization do you work?

2. For how long?

< 1 yr
 1-5 yrs
 6-10 yrs
 > 10 yrs

3. What best describes your Primary duties at NPS? Choose all that apply.

Research
 Teaching
 Administration
 Other (please specify)

<< Prev Next >>

Done 



The Survey (cont'd)

ITACS Network Upgrade Survey for Faculty and Staff

[Exit this survey >>](#)

3. NPS Network Upgrade Survey - Network Details

4. What are the required network features to effectively complete your job on a day-to-day basis?
(e.g. Internet access, specific MS Office products, specific hardware, ...)

5. What potential network features would help you perform your job more effectively or efficiently?
(e.g. VOIP, VTC, NetMeeting, ...)

6. Are there any network issues that keep you from completing your job? If so, please describe as thoroughly as possible.

7. What network features (hardware or software) do you think your organization will need in the next 5 years?



The Survey (cont'd)

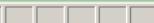
ITACS Network Upgrade Survey for Faculty and Staff [Exit this survey >>](#)

4. NPS Network Upgrade Survey - Satisfaction

8. On a scale from 1-5 (1 = unsatisfied, 3 = neutral, and 5 = completely satisfied), where do you rank the following NPS attributes:

	1 Unsatisfied	2	3 Neutral	4	5 Completely Satisfied
Reliability	<input type="radio"/>				
Performance	<input type="radio"/>				
Connectivity	<input type="radio"/>				
User Friendliness	<input type="radio"/>				

[<<< Prev](#) [Finished! >>](#)

Done  Internet



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Web Survey Example: MORS Survey



Screen 1



79th MORSS Overall Survey

We hope that you enjoyed the 79th MORS Symposium! It is the goal of the MORS Board of Directors and Symposium volunteers to continually enhance the MORS Symposia to improve the quality of national security operations research. Your feedback is very important and your comments will be considered as we plan future events.

OVERALL IMPRESSIONS

* 1. Overall, how satisfied were you with the 79th MORSS?

Very
Satisfied Satisfied Somewhat
Satisfied Not Very
Satisfied Not at All
Satisfied

Overall Satisfaction:

* 2. What was your BEST experience at the 79th MORSS? (max 200 characters)

* 3. What was your WORST experience at the 79th MORSS? (max 200 characters)



Screen 2

PROGRAM CONTENT: Special Sessions

* 4. Overall, how satisfied were you with the Special Sessions?



* 5. Please indicate which Special Sessions you attended:

- Rist and Barchi Prize Presentations
- Perspectives on Future Analytical Challenges in a Constrained Budget Environment
- Strategist's Corner – ASW Strategy
- MORS Heritage Session
- 2011 West Point Hollis Award Winners: Crew System of the Future
- Outbrief: MORS Special Meeting on Optimizing Investment in
- Army Sponsor Special Session
- Navy Sponsor Special Session
- Homeland Security Sponsor Special Session
- Outbrief: MORS Special Meeting Mission Assurance: Analysis for Cyber Operations
- U.S. Navy/Air Force: STORM – Synthetic Theater Operations Research Model
- 79th MORSS Deployed Analyst
- Climate and Energy Imperatives for Future Naval Forces; Navy, Marine Corps, and Coast Guard
- Junior/Senior Analyst Special Session
- Air Force Sponsor Special Session
- Joint Staff/OSD Sponsor Special Session
- Interagency Collaboration Special Session: Tools and Best Practices for Interagency Multi-agency National Security Efforts.
- Test And Evaluation (T&E) Design of Experiments (DoE) Special Session
- Military Wargaming and Analysis (Close-out Session)



Screen 3

6. What types of Special Sessions would you like to see at future symposia? (max 200 characters)

7. Please provide any additional comments on Special Sessions. (max 200 characters)

PROGRAM CONTENT: Working Groups and Composite Groups

* 8. Overall, how satisfied were you with the Working Group/Composite Group content?

Very Satisfied	Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at All Satisfied
----------------	-----------	--------------------	--------------------	----------------------

Overall Satisfaction: WG/CG

* 9. Considering all the WG/CG group presentations you attended, please indicate your level of agreement with the following statement:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
----------------	-------	---------	----------	-------------------

The quality of content met my expectations

The WG/CG sessions presented new ideas and research



Screen 4

10. Please provide comments on the current WG/CG structure. (max 200 characters)

11. Please provide and recommendations you may have for Working Group revisions/reorganization. (max 200 characters)

* 12. Should any Working Groups be eliminated?

- No
- Yes

If Yes, please specify which Working Groups

13. Please provide any additional feedback on Working Group/Composite Group presentations. (max 200 characters)



Screen 5

PROGRAM CONTENT: Demonstrations

* 14. Overall, how satisfied were you with the Demonstrations at the 79th MORSS?

	Very Satisfied	Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at all Satisfied	Did not attend any demonstration
Overall Satisfaction: Demonstrations	<input type="radio"/>					

15. Please provide any additional comments about Demonstrations. (max 200 characters)

PROGRAM CONTENT: Poster Sessions

* 16. Overall, how satisfied were you with the Poster Session at the 79th MORSS?

- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Not Very Satisfied
- Not at All Satisfied
- Did not attend any demonstrations

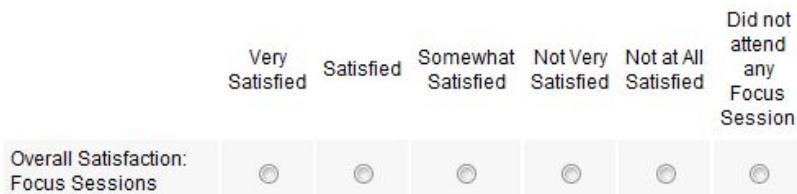
17. Please provide any additional comments about Posters. (max 200 characters)



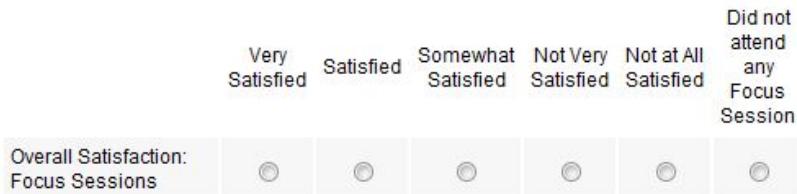
Screen 6

PROGRAM CONTENT: Focus Sessions

* 18. Overall, how satisfied were you with the National Security Risk Management Focus Session?



* 19. Overall, how satisfied were you with the Red and Blue Teaming Focus Session?



20. In your opinion, should the Focus Sessions become Working Groups? (max 200 characters)

21. Please provide any additional comments on the Focus Sessions. (max 200 characters)



Screen 7

PROGRAM CONTENT: Tutorials

* 22. Did you attend a Tutorial?

- Yes
- No

* 23. Overall, how satisfied were you with Tutorials at the 79th MORSS?



24. If yes, which one?

- Agent Based Modeling and Simulation
- Soft Skills Workshop: Real World Skills for Analyst
- Visualization and Exploratory Data Analysis
- Intro to Design of Experiments (DoE)
- US and Partner Nation Deployed OR Analyst Selection and Training
- Fundamentals of Wargaming: Drive on METZ
- A Practical Approach to Dynamic Programming
- A Method for Effective Assessing Knowledge in your Organization
- Review of MORS Special Meetings involving HBR
- Antisubmarine Warfare in WWI
- Stochastic Optimization
- An Overview of MORS and the 79th Symposium
- How to Validate Your Models and Simulations
- Military Wargaming and Analysis
- Scipio in a Box: Strategy, Artificial Intelligence and Cognitive Amplification
- Human Behavior Performance (HBP) in Military Operations (Classified)
- No "Average" ORSA Practice
- Agent Based Simulation for Military Decision Making
- Bauman's Inferno – The Divine Comedy of Analysis Quality
- What ORSAs Do and Why They Do It
- Efficient Modeling and Simulation Using Design of Experiments Methods
- Transforming US Army Supply Chains: Management Innovation in DoD for Improved Efficiency, Productivity, and Cost-Effective Global Operations
- A Century of Mathematics at the Naval Postgraduate School
- Root Cause Analysis: Tools of Lean Six Sigma
- Irregular Warfare Wargame Development: Insurgency Theory as Applied to the Algernon Wargame
- Survey Data in Support of Irregular Warfare: Important Analytic Considerations
- Social Network Analysis of Dark Networks



Screen 8

25. What types of Tutorials would you like to see in the future? (max 200 characters)

26. Please provide any additional comments on Tutorials. (max 200 characters)

SPECIAL EVENTS

* 27. How satisfied were you with each of the following Special Events?

	Very Satisfied	Satisfied	Somewhat Satisfied	Not very Satisfied	Not at All Satisfied	Did not attend
First Timer's Orientation	<input type="radio"/>					
Member Reception	<input type="radio"/>					
Opening Plenary Session	<input type="radio"/>					
Welcome Mixer	<input type="radio"/>					
WG/CG/FS Town Hall Breakfast	<input type="radio"/>					
An Evening at the Monterey Bay Aquarium	<input type="radio"/>					
3rd Annual 5K Run	<input type="radio"/>					

28. Please provide any additional comments on the Special Events. (max 200 characters)



Screen 9

HOST FACILITY

* 29. How satisfied were you with 79th MORSS host location, the Naval Postgraduate School?

	Very Satisfied	Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at All Satisfied
Satisfaction with the Naval Postgraduate School:	<input type="radio"/>				

30. Please provide any additional comments on the site (e.g. food, facilities etc.). (max 2000 characters)

79th SYMPOSIUM HOTEL ACCOMMODATIONS

31. Please indicate which hotel you stayed in?

- Hyatt
- Monterey Marriott
- Hilton Garden Inn
- Portola Hotel and Spa
- Best Western Beach Resort
- Casa Munras
- Embassy Suites
- Hotel Pacific
- Victoria Inn
- Did Not Stay in 79th MORSS Hotel

* 32. How satisfied were you with 79th MORSS hotel accommodations?

	Very Satisfied	Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at All Satisfied
Satisfaction with Hotel:	<input type="radio"/>				



Screen 10

MORS SUPPORT

* 33. How satisfied were you with professional MORS office staff?

	Very Satisfied	Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at All Satisfied
Satisfaction with MORS Office Staff PRIOR to Symposium	<input type="radio"/>				
Satisfaction with MORS Office Staff DURING the Symposium	<input type="radio"/>				

34. Please provide any additional comments on MORS staff. (max 200 characters)



Screen 11

SYMPOSIUM TECHNOLOGIES & MARKETING ACTIVITIES

* 35. For the 79th MORS Symposium, we used ActiveEvents technologies to assist with our overall event management. Please indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
The Call For Presentation Site was easy to use.	<input type="radio"/>					
Online Registration was easy to use.	<input type="radio"/>					
Online Registration allowed me to complete my full registration without assistance.	<input type="radio"/>					
I liked reviewing symposium content before arriving.	<input type="radio"/>					
The Scheduler Catalog allowed me to easily find the sessions of interest.	<input type="radio"/>					
The Scheduler was an effective way to plan my time at the 79th MORSS.	<input type="radio"/>					
The Scheduler provided complete and accurate information about the presentations.	<input type="radio"/>					
Onsite check-in and badge pickup was efficient.	<input type="radio"/>					

36. Please provide any additional comments about ActiveEvents and/or features that you would like us to consider introducing in the future. (max 200 characters)



Screen 12

* 37. Did you receive pre-event marketing emails?

- Yes
- No

* 38. If yes, the number of emails I received were:

- Too Few
- Just Right
- Too Many

* 39. Did you receive the MORS Symposium Information flyer back in February 2011?

- Yes
- No

* 40. If yes, please indicate how useful/effective the information contained in it was.

	Very Useful	Useful	Somewhat Useful	Not Very Useful	Not at All Useful
--	-------------	--------	-----------------	-----------------	-------------------

MORSS Brochure

<input type="radio"/>				
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

* 41. Did you receive a Registration Information email in the weeks prior to the symposium?

- Yes
- No

* 42. If yes, was the information contained in the email:

- Too detailed
- Informative and just enough
- Not enough information or details



Screen 13

* 43. How important is having the on-site Quick Reference Program Schedule (QRPS)



* 44. The QRPS could be replaced by the online Catalogue and Scheduler provided by ActiveEvents

- Yes
- No

45. Please provide any additional comments about technology and marketing activities.
(max 200 characters)

80th MORS SYMPOSIUM

46. Do you plan to attend next year's 80th Symposium in Colorado Springs, CO, 11-14 June 2012?

- Yes
- No

47. If yes, would you like MORS to plan family related activities?

- Yes
- No



Screen 14

FOLLOW-UP

48. Name (optional)

* 49. What is your affiliation?

- Active Duty Military
- Government Civilian
- Industry Civilian
- Academia
- Other

If other, please specify:

* 50. Are you a MORS member?

- Yes
- No

51. If No, do you plan to join MORS in the future?

- Yes
- No

* 52. Are you interested in becoming more involved in MORS Symposia?

- No or already involved
- Yes, I would like to be more involved - WG/CG
- Yes, I would like to be more involved - Program Volunteer
- Yes, I would like to be more involved - Other

Please specify: Other



Screen 15

* 53. Would you like to be contacted by someone from the Society's leadership to further discuss any of your comments and/or your interest in becoming more involved?

- Yes
- No

54. If yes, please provide your contact information:

Name:

Organization:

Email Address:

Telephone Number:

55. Please share any additional thoughts or suggestions you may have regarding any aspect of the 79th MORS Symposium. (max 200 characters)



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Web Survey Example: NPS DL Survey



E-mail Invitation

From:

To:

Cc:

Subject: Identifying DL Website Gaps

All –

You have been identified as stakeholders in our DL web presence. Please take a moment to answer a few questions in regards to the current DL website (www.nps.edu/dl) as honestly as possible.

We are currently in the process of migrating to NPS' new web content management system and have a great opportunity to reengineer our pages. The answers you give will help to build a more effective and efficient site for all.

The survey should take no more than 10 minutes and can be accessed at:

http://www.surveymk.com/s.aspx?sm=hdNPG2p3P62RwyXwsmJH7w_3d_3d

Thanks in advance,



Survey Screen (part 1 of 2)

Identify DL Website Gaps

[Exit this survey](#)

1. DL Gaps Questionnaire

Please answer the following questions in regards to our current Distributed Learning (DL) website (www.nps.edu/dl) as honestly as possible. The answers you give will help to build a more effective and efficient site for all.

* 1. How are you involved in DL at NPS?

- Student
- Faculty
- Staff
- No affiliation
- Other (please specify)

* 2. Approximately how often do you visit the DL site?

- Daily
- Weekly
- Monthly
- Quarterly
- Never
- Other (please specify)

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Survey Screen (part 2 of 2)

*3. When visiting the DL web site, what were you looking for?

*4. Have you ever NOT been able to find what you are looking for?

- No
- Yes (please specify what you could not find)

5. What (if anything) do you feel is missing from the current site?

6. Which websites, DL or other, do you feel our site should emulate for better ease use, if any?

[Done](#)



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Web Survey Example: Navy “Quick Compass” Survey



E-mail Invitation

From: [REDACTED] Sent: Thu 2/14/2008 3:08 PM
To: Fricker, Ronald (Ron) (CIV)
Cc:
Subject: 2008 QuickCompass Of DoD Civilian Employees (PXD8VDDS 031)

2008 QuickCompass of DoD Civilian Employees

Your Ticket Number: PXD8VDDS

Dear RONALD D JR. FRICKER JR:

The Defense Manpower Data Center (DMDC) asks that you take a few minutes to participate in the "2008 QuickCompass of DoD Civilian Employees." Instructions for completing the survey are provided below. Most people can complete the survey in 5 minutes. The survey will ask for your opinions on a variety of topics related to your government service. This information will assist us in the development of policies and programs to improve the workplace for all civilian employees.

Only DMDC staff and our survey support contractor staff will have access to the surveys and no data will be disclosed to anyone that could be used to identify individual participants.

Simply click on the following link or enter the address into the address line of your browser. Please use the top address box of the browser. Do not use a search engine, such as Google. <https://www.dmdc.osd.mil/dodsurvey>

Once you have accessed the Web site, you will need to enter the following Ticket Number to log on: PXD8VDDS

Please take the survey today. QuickCompass polls are "Official Business" and can be completed at your work station using government equipment. If you choose, you can also complete the survey at home or elsewhere. While participation is voluntary, your opinions are very important.

DMDC has set up a telephone line for anyone who wishes to verify the survey's legitimacy. Call 426-7427 from any DoD or other government telephone with DSN for a list of current DMDC surveys. If you do not have access to a DSN telephone line, you can call 1-703-696-7427. This prerecorded list does not include surveys being conducted by agencies other than DMDC.

If you would like more information about this and related DMDC surveys, click on the link below. Please note that if you are clicking this link from a ".mil" domain computer or e-mail, you will go directly to the brochure. However, if you attempt to access this site from a different domain (such as .com, .gov, .net, .edu), you will be directed to a security application that asks you for your name, Social Security Number, and date of birth before allowing access to the brochure. This is to ensure that only members of the DoD community can access the site hosting this document.

https://www.hrm.osd.mil/appj/hrsap/streamDocuments?contentItemId=60416&fileName=HRSAP_Brochure.pdf

If you have other questions about this QuickCompass, you may reply to this message, send an e-mail to QCCE@osd.pentagon.mil or call toll-free at 1-800-881-5307. If you do not wish to participate or to receive additional reminders about this survey, you may remove yourself from the mailing list by replying to this message. Be sure to include your ticket number and the words, "Please remove me from 6/26/12 survey list."

Thank you for participating in the "2008 QuickCompass of DoD Civilian Employees."



Survey Screen 1

DMDC

**Human Resources Strategic Assessment Program
(HRSAP)**

Information and Technology for Better Decision Making

- You have reached the redirect page for Department of Defense Human Resources Strategic Assessment Program (HRSAP) surveys. You will be redirected to our contractor's web site (a secure .com site run by Data Recognition Corporation) to participate in the survey.
- Please enter your Ticket Number below, then click the Continue button to access your survey.

- If you are not automatically transferred, click on the link below:

<http://www.dodsurvey.net/>

Certification

Authorities: [10 USC 1782](#)

Sponsor: [Office of the Under Secretary of Defense for Personnel and Readiness](#)

Report Control Number: DD-P&R(AR) 2145

Contract: M67004-04-D-0018

Survey Results: <http://www.dmdc.osd.mil/surveys>



Survey Screen 2



2008 QuickCompass of DoD Civilian Employees

Welcome!

[Security Protection Advisory](#)

[RCS#DD-P&R\(AR\)2145](#)
[Exp. 5/31/08](#)

Thank you for your participation. You have been selected to take a survey on your attitudes and opinions about your workplace. When you click the Continue button below, you will be asked to:

- Create a personal PIN #.
- Read the Privacy Act Statement.
- Answer some questions giving us your attitudes and opinions about your workplace.

Thank you, again, for your time and participation.

[Continue](#)

[Frequently Asked Questions / How to Contact Us](#)



Survey Screen 3

2008 QuickCompass of DoD Civilian Employees

CREATE PERSONAL PIN

- Before you start the survey you need to create a PIN #.
- Your PIN # must be 4 numbers - no more, no less.
- **Please write down your PIN #. If you need to come back to the survey, you will have to have both your PIN # and Ticket #.**
- **If you forget your PIN #, we will NOT be able to give it to you and you will not be able to create a new one.**
- This PIN # helps us protect the confidentiality of your survey responses.

Please enter your 4-digit PIN #

Please re-enter your 4-digit PIN #

To proceed with the survey, please click the Continue button below.



Survey Screen 4

Privacy Act Statement & Informed Consent Information for 2008 QuickCompass of DoD Civilian Employees

In accordance with the Privacy Act, this notice informs you of the purpose of the QuickCompass and how the findings of these surveys will be used. It also provides information about the Privacy Act and about informed consent. Please read it carefully.

AUTHORITY: 10 United States Code, Sections 136, 1782, and 2358.

PRINCIPAL PURPOSE: Information collected in this survey will be used to research attitudes and perceptions about personnel programs and policies. This information will assist in the formulation of policies which may be needed to improve the working environment. Reports will be provided to the Office of the Secretary of Defense, each Military Department, and the Joint Chiefs of Staff. Findings will be used in reports and testimony provided to Congress. Some findings may be published by the Defense Manpower Data Center (DMDC) or in professional journals, or presented at conferences, symposia, and scientific meetings. Data would be used in future research and datasets without any identifying information may be analyzed by researchers outside of DMDC. Briefings and reports on results from these surveys will be posted on the Web, for example at: <http://www.dmdc.osd.mil/surveys/>. In none of these cases will survey responses be reported for identifiable individual(s).

ROUTINE USES: None.

DISCLOSURE: Providing information on this survey is voluntary. Most people take 5 minutes to complete the survey. There is no penalty or loss of benefits to which you are entitled if you choose not to respond. However, maximum participation is encouraged so that the data will be complete and representative. Your survey responses will be treated as confidential. Identifying information will be used only by government and contractor staff engaged in, and for purposes of, the survey research. For example, the research oversight office of the Office of the Under Secretary of Defense (Personnel and Readiness) and representatives of the U.S. Army Medical Research and Materiel Command are eligible to review research records as a part of their responsibility to protect human subjects in research. This survey is being conducted for research purposes. If you answer any items and indicate distress or being upset, etc., you will not be contacted for follow-up purposes. However, if a direct threat to harm yourself or others is found in the survey comments or communications about the survey, DMDC is legally required to forward information about that threat to an office in your area for appropriate action.

SURVEY ELIGIBILITY AND POTENTIAL BENEFITS: This survey is a sample of DoD civilians. This is your chance to be heard on issues that directly affect you. While there is no direct benefit for you for your individual participation, your answers on a survey ~~make a~~⁷⁹ difference. For example, results from previous surveys have played an important role in deliberations on leadership and management, motivation and development, and morale and retention programs.



Survey Screen 4 (continued)

SURVEY ELIGIBILITY AND POTENTIAL BENEFITS: This survey is a sample of DoD civilians. This is your chance to be heard on issues that directly affect you. While there is no direct benefit for you for your individual participation, your answers on a survey *make a difference*. For example, results from previous surveys have played an important role in deliberations on leadership and management, motivation and development, and morale and retention programs.

STATEMENT OF RISK: The data collection procedures are not expected to involve any risk or discomfort to you. The only risk to you is accidental or unintentional disclosure of the data you provide. However, the government and its contractors have a number of policies and procedures to ensure that survey data are safe and protected. For example, no identifying information (name, address, Social Security Number) is ever stored in the same file as answers to survey questions. Answers to survey questions may be shared with organizations doing research on DoD personnel but only after minimizing detailed demographic data (for example, paygrade and detailed location information) that could possibly be used to identify an individual. A confidentiality analysis is performed to reduce the risk of there being a combination of demographic variables that can single out an individual. To further minimize this risk, some variables are randomly set to missing. Government and contractor staff members have been trained to protect client identity and are subject to civil penalties for violating your confidentiality.

If you have concerns about your rights as a research participant, please contact Ms. Caroline Miner, Certified IRB Professional, HRPP Program Manager for the Office of the Under Secretary of Defense (Personnel & Readiness), 5113 Leesburg Pike, Skyline 4, Suite 901, Falls Church, VA 22041, HRPP@tma.osd.mil, 703-575-2677, Fax 703-578-8501.

If experience any problem with the survey, please e-mail QCCE@osd.pentagon.mil call toll-free 1-800-881-5307, or fax 1-763-268-3002.

Click "Continue" if you agree to do the survey. Once you start answering the survey, if you desire to withdraw your answers, please notify the Survey Processing Center prior to March 5 by sending an e-mail to QCCE@osd.pentagon.mil or calling 1-800-881-5307. Please include in the e-mail your name, Ticket Number, and the PIN that you selected when you started this survey. Unless withdrawn, partially completed survey data may be used after that date.



Survey Screen 5

ELIGIBILITY

For which Department of Defense (DoD) component did you work on February 15, 2008?

- Department of the Army
- Department of the Navy
- Department of the Air Force
- DoD Office, Agency, or Field Activity
- None, you were retired or had left

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 6

BACKGROUND INFORMATION

Do you work for the Navy or Marine Corps?

- Navy
- Marine Corps

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 7

BACKGROUND INFORMATION

Are you . . . ?

- Male
- Female

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 8

BACKGROUND INFORMATION

Are you Spanish/Hispanic/Latino?

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

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 9

BACKGROUND INFORMATION

What is your race? *Mark one or more races to indicate what you consider yourself to be.*

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

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 10

BACKGROUND INFORMATION

In total, how many years of service have you completed with the Federal government? *Include all years of service that count toward a civil service retirement, time working for the Department of Defense, along with any other federal agency, and years of military service. To indicate less than 1 year, enter "0".*

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BACKGROUND INFORMATION

Please use the following definitions in responding to the item below. In this survey:

Team Leader (white collar) refers to work leaders who, on a regular and recurring part of their assignment, lead three or more employees in general schedule or equivalent occupations to (a) accomplish professional, administrative, technical or clerical work or (b) train them in non-supervisory work in these occupations, but do not have supervisory responsibilities or conduct performance appraisals.

Supervisor refers to first-line supervisors who do not supervise other supervisors, typically those who are responsible for employees' performance appraisals and approval of leave.

Manager refers to those in management positions who typically supervise one or more supervisors.

Wage Leader (WL) refers to those who, as a regular and recurring part of their jobs, on a substantially full-time and continuing basis, lead three or more workers to (a) accomplish trades and labor work or (b) train them in the non-supervisory work of a trades and laboring occupation.

Wage Supervisor (WS) refers to supervisors who, as a regular and recurring part of their jobs, on a substantially full-time and continuing basis, exercise technical and administrative supervision over subordinate workers in accomplishing trades and labor work.

Executive refers to members of the Senior Executive Service (SES) or equivalent.

Non-supervisor refers to those who do not supervise other employees.

What is your supervisory status?

- Team Leader (white collar)
- Supervisor
- Manager
- Wage Leader (WL)
- Wage Supervisor (WS)
- Executive
- Non-supervisor

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Clear Response

[Save and Return Later](#)



Survey Screen 12

OVERALL SATISFACTION

Considering everything, how satisfied are you with your job?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 13

OVERALL SATISFACTION

Considering everything, how satisfied are you with your pay?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 14

LEADERSHIP AND MANAGEMENT

Overall, how satisfied are you with leadership at your organization?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 15

LEADERSHIP AND MANAGEMENT

Overall, how satisfied are you with management at your organization?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 16

LEADERSHIP AND MANAGEMENT

How satisfied are you with the policies and practices of your senior leaders?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 17

MOTIVATION/DEVELOPMENT/INVOLVEMENT

How satisfied are you with your opportunity to get a better job in your organization?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 18

MOTIVATION/DEVELOPMENT/INVOLVEMENT

How satisfied are you with the recognition you receive for doing a good job?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 19

PERFORMANCE MANAGEMENT

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Do not know
a. Promotions in my work unit are based on merit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Career advancements in my work unit are based on merit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Creativity and innovation are rewarded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My performance appraisal is a fair reflection of my performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 20

PERFORMANCE MANAGEMENT

To what extent do you agree or disagree with the following statement? In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- No basis to judge

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[Clear Responses](#)

[Save and Return Later](#)



Survey Screen 21

PERFORMANCE MANAGEMENT

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Do not know
a. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Discussions with my supervisor/team leader about my performance are worthwhile.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Pay raises depend on how well employees perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Survey Screen 22

COMMENT

If you have comments or concerns that you were not able to express in answering this survey, please enter them in the space provided. Any comments you make on this questionnaire will be kept confidential, and no follow-up action will be taken in response to any specifics reported.

[Submit Information](#)

If you are finished and do not wish to change any of your responses, click the *Submit Information* button.

[Previous Page](#)

If you wish to view or change any of your responses, please use the *Previous Page* button to return to the survey.



Final Survey Screen



2008 QuickCompass of DoD Civilian Employees

Your survey results have been received.

Thank you for taking the time to give us your opinions! To ensure the privacy of your information, YOU SHOULD CLOSE YOUR BROWSER. You can close your browser by choosing File/Close or File/Exit from this window's menu.



NAVAL
POSTGRADUATE
SCHOOL



Web Survey Example: Department of the Navy Performance Management Survey



E-mail Invitation

From: Department of the Navy Survey [departmentofthenavy@executiveboard.com]
To: Fricker, Ronald (Ron) (CIV)
Cc:
Subject: Department of the Navy Performance Management Survey

Sent: Mon 1/28/2008 6:31 AM

Dear Department of the Navy Employee,

As an independent surveying company, CLC *Solutions* is working with the Department of the Navy (DON) to conduct an innovative Performance Management Survey. The DON fully supports this research initiative and encourages you to participate. If you have any technical questions or problems regarding the survey, please send an e-mail to departmentofthenavy@executiveboard.com

Below is the information you will need to take part in the survey.

The survey is located on the Internet. You can access the survey site in two ways: (1) click on the URL/hyperlink provided below; or (2) enter the URL in the address/location window of your Web browser (Internet Explorer, Netscape, etc.). You may use any computer that has access to the Internet to take this survey.

The survey Website is located at:

<https://www.clcsurvey3.com/navy/survey.htm>

Once you have reached the survey Website, you will need to enter the following confidential survey Login ID:

Login ID: na5hs52b

Your Login ID is unique. Please do not share it with anyone else. Once you have completed the survey, it will no longer allow access into the survey. For your convenience, simply copy and paste the Login ID from this e-mail onto the Web page.

The survey will be open until March 7, 2008. It will take approximately 30 minutes to complete. Your responses will be saved as you work, and you can stop and restart the survey without re-entering your previous answers.

NATURE OF THE SURVEY

This survey assesses what you and other DON employees have experienced in your jobs. It also evaluates the degree to which the DON environment enables its employees to be high performers.

Please be assured of the following:

** Your responses to this survey are confidential. You will not have to provide your name. CLC *Solutions* will destroy any link to your responses, such as your e-mail address or your Login ID, before sharing any results with your organization. Your answers will be pooled with those of other employees at the DON for analysis. Neither CLC *Solutions* nor the DON has any interest in learning individual results.

** Your input is important and valued. Although we recognize that you are busy, we urge you to participate and respond truthfully so that your views may be truly represented. The quality of your organization's survey results will only be as good as the information you provide.

Sincerely,
CLC *Solutions*



Survey Screen 1

Department of the Navy (DON) Performance Management Survey

CLC Solutions

Welcome to the Department of the Navy (DON) Performance Management Survey. Thank you for participating!

PRIVACY ACT STATEMENT

Authority to request this information is granted under 10 U.S.C. 5031 and 5032, and 5 U.S.C. 301. License to administer this survey is granted per OPNAVINST 5300.8B under OPNAV Report Control Symbol: 12273-2 which expires 12/31/2008. Personal identifiers will be used to determine any demographic implications in the data and to track data trends over time.

PURPOSE: The purpose of this survey is to collect data to evaluate customer satisfaction, develop actionable improvement goals and determine the need for any changes to existing or proposed Navy personnel policies, procedures, and programs.

ROUTINE USES: The information provided in this survey will be analyzed by the Department of the Navy Office of Civilian Human Resources (OCHR) and CLC Solutions. The data files will be maintained by Navy Survey Resource Center at NAVPERSRANDCEN where they may be used for determining changing trends in the Navy.

ANONYMITY: All responses will be held in confidence by the OCHR and CLC Solutions. Information you provide will be statistically summarized with the responses of others, and will not be attributable to any single individual.

PARTICIPATION: Completion of this survey is entirely voluntary. Failure to respond to any of the questions will NOT result in any penalties except possible lack of representation of your views in the final results and outcomes.

Security Protection Advisory

The website is run by an independent firm, Populus, working with CLC Solutions. The system does not enable "cookies", which are files placed on your computer's hard drive in order to monitor your use of the site of the Web.

This web site does gather and store data from your visit. This non-personal information makes the site helpful to you by recognizing the types of technology you use. The data collected appear below:

- Your internet protocol (IP) address (for example, www.compuserve.com, www.aol.com, 122.3.55.34). Depending on your internet service provider, IP addresses may identify your computer; in other cases, they identify no more than your internet service provider (such as AOL or Earthlink). This is stored for troubleshooting technical problems.
- The type and version of the browser and operating system you use to access our site.
- Whether Java Script is enabled on your computer.
- The screen resolution on your computer.
- The date and time you access the site.
- The pages you visit.

None of this information will be revealed publicly or used to identify you.

The survey will take approximately 30 minutes to complete. We encourage you to complete the survey in one sitting, but if you need to stop and come back later, there are instructions at the beginning of the survey to assist you. You will have until March 7, 2008 to complete the survey.

Please enter the Survey Password that was previously provided to you in the email invitation to take this survey.

Password

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Try our Frequently Asked Questions for common technical questions.

If the FAQs are unable to answer your questions, please send an e-mail to departmentofthenavy@executiveboard.com.
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Survey Screen 2

Department of the Navy (DON) Performance Management Survey

CLC Solutions

INSTRUCTIONS:

Moving Forward: After completing each page, click on the **Next Page** button at the bottom of the page. Do not use the Forward button on your browser.

Moving Backward: Use the **Back** button on your browser to return to a previous page.

Changing Answers: Use the **Back** button on your browser to return to the page containing the answer you wish to change. *****Please note** that if you go back to a previous page and change an answer, you will be required to re-enter answers on all subsequent pages.

Skipping a Question: Please answer all questions in order. The survey will not allow you to move forward until every answer is complete.

Stopping and Starting: If at any time you need to exit the survey, you may do so by closing your browser. To return to the survey, return to the website and re-enter your password. The browser will take you back to where you left off. *****Please note** that upon returning, you will not be able to go back and change any responses from your previous session.

Error messages: If you receive a "Server Error" or "Server times out" message, use your **Back** button on your browser to take you back to your previous page. Then use the **Next Page** button to re-submit the page.

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Try our [Frequently Asked Questions](#) for common technical questions.

If the FAQs are unable to answer your questions, please send an e-mail to departmentofthenavy@executiveboard.com.

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Survey Screen 3

Department of the Navy (DON) Performance Management Survey

CLC Solutions

The following are some definitions of words that will be used throughout the survey. Please read these carefully, as we will want you to consider these definitions when answering the survey questions.

Organization – This is your command, office, or division. Please respond to these questions based on the level in your organization that is appropriate for the context of the question. Depending on how your organization is structured, this could either be one or more levels above your own.

Work Unit – This is your immediate work unit, headed by your immediate supervisor.

Managers – Those in management positions who typically supervise one or more supervisors.

Supervisors – Those who are responsible for employees' performance appraisals and approval of their leave.

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If the FAQs are unable to answer your questions, please send an e-mail to departmentofthenavy@executiveboard.com.

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Survey Screen 4

Department of the Navy (DON) Performance Management Survey

CLC Solutions

In this section, you will be asked a variety of questions that will be used for classification purposes only.

Please remember that the DON is participating because it would like to know more about its employees and how to support them in their jobs. Participants in this survey are guaranteed full confidentiality and security, and CLC Solutions will not report any data that would reveal your individual responses. Your honest, candid responses are critical to this project's success.

How many years have you been with DON?

Select

Which of the options below best describes your supervisory level?

Select

Are you...?

Select

Please indicate your age range:

Select

With reference to your ethnic origin, would you primarily describe yourself as being of:

Select

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Survey Screen 5

Department of the Navy (DON) Performance Management Survey

CLC Solutions

In this section, you will be presented with some statements that some people have made about the organizations for which they work. You will be asked how much you agree or disagree with each statement in terms of how well it describes your organization.

Please indicate to what extent you agree or disagree with each of the following statements.

	Very Strongly Disagree	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Very Strongly Agree	Not Applicable
I am constantly looking for ways to do my job better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are days when I don't put much effort into my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have too few options to consider leaving this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have recently made phone calls or sent out my resume in order to find a job with another organization (or company).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I frequently think about quitting my job and leaving this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I intend to look for a new job with another organization (or company) within the next year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most people would describe me as being enthusiastic about the work that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Very Strongly Disagree	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Very Strongly Agree	Not Applicable
When needed, I am willing to put in the extra effort to get a job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I wanted to, I could easily find a job with another organization (or company).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am actively looking for a job with another organization (or company).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Survey Screen 6

Department of the Navy (DON) Performance Management Survey

CLC Solutions

Please indicate to what extent you agree or disagree with each of the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable
I enjoy working with my supervisor.	<input type="radio"/>						
The best way for me to develop my skills is to stay with my current supervisor.	<input type="radio"/>						
Communication between peers in this organization is excellent.	<input type="radio"/>						
I enjoy working with my team.	<input type="radio"/>						
I frequently try to help others who have heavy workloads.	<input type="radio"/>						
The best way for me to develop my skills in my organization right now is to stay with my current team.	<input type="radio"/>						
The best way for me to advance in my career is to stay with my current organization.	<input type="radio"/>						
	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable
I am proud to be a member of my team.	<input type="radio"/>						
The best way for me to advance in this organization is to stay with my current supervisor.	<input type="radio"/>						
I understand how my work projects or assignments are connected to my organization's overall strategy.	<input type="radio"/>						
My organization is always moving toward improved ways of doing things.	<input type="radio"/>						
Managers in this organization							

- 28 questions on this screen



Survey Screen 7

Department of the Navy (DON) Performance Management Survey

CLC Solutions

In this section, you will be asked a number of questions about the performance review system in your organization—both formal and informal aspects, as well as the system in general. By **formal** performance reviews, we mean the formal meetings between employees and their supervisors that usually occur once or more a year to discuss and document each employee's performance. Note that, by supervisor, we mean the person you directly report to.

By **informal** feedback, we mean the feedback your supervisor gives you outside of your formal performance reviews. Your supervisor might give you informal feedback in face-to-face discussions, by email or by phone.

You will also be asked a number of questions about the day-to-day interaction you have with your supervisor.

Please remember that the DON is participating because it would like to know more about its employees and how to support them in their jobs. Participants in this survey are guaranteed full confidentiality and security, and CLC Solutions will not report any data that would reveal your individual responses. Your honest, candid responses are critical to this project's success.

About how often do you have a **formal** performance review with your supervisor (by "your supervisor" we mean the person you directly report to)?

- 4 or more times a year
- 3 times a year
- Twice a year
- Once a year
- Once every 2 years
- Once every 3 years or less often
- I have never had a formal performance review with any supervisor in this organization
- Not Applicable

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Try our [Frequently Asked Questions](#) for common technical questions.

If the FAQs are unable to answer your questions, please send an e-mail to departmentofthenavy@executiveboard.com.

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Survey Screen 8

Department of the Navy (DON) Performance Management Survey

CLC Solutions

In your most recent **formal** performance review, how much emphasis was placed on each of the following?

	No emphasis	Hardly any emphasis	Some emphasis	Moderate emphasis	Significant emphasis	Strong emphasis	A great deal of emphasis	Not Applicable
The strengths of your past performance	<input type="radio"/>	<input type="radio"/>						
The weaknesses of your past performance	<input type="radio"/>	<input type="radio"/>						
The weaknesses of your personality (e.g. your attitude, character, demeanor, etc.)	<input type="radio"/>	<input type="radio"/>						
The strengths of your personality (e.g. your attitude, character, demeanor, etc.)	<input type="radio"/>	<input type="radio"/>						

Please indicate the extent to which you agree or disagree with the following statement.

	Very Strongly Disagree	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Very Strongly Agree	Not Applicable
In my most recent formal performance review, I understood the standards I was evaluated on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On average, about how often does your supervisor give you **informal** feedback about your work performance?

- Once a day
- 2 - 4 times a week
- Once a week
- 2 - 3 times a month
- Once a month
- 8 - 11 times a year
- 4 - 7 times a year
- 2 - 3 times a year
- Once a year
- Less than once a year
- My supervisor never gives me informal feedback about my work performance



Survey Screen 9

Department of the Navy (DON) Performance Management Survey

CLC Solutions

When giving you **informal** feedback about your work performance, how much emphasis does your supervisor place on each of the following?

	No emphasis	Hardly any emphasis	Some emphasis	Moderate emphasis	Significant emphasis	Strong emphasis	A great deal of emphasis	Not Applicable
The strengths of your performance	<input type="radio"/>	<input type="radio"/>						
The strengths of your personality (e.g. your attitude, character, demeanor, etc.)	<input type="radio"/>	<input type="radio"/>						
The weaknesses of your personality (e.g. your attitude, character, demeanor, etc.)	<input type="radio"/>	<input type="radio"/>						
The weaknesses of your performance	<input type="radio"/>	<input type="radio"/>						

Please indicate the extent to which you agree or disagree with each of the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable
The informal feedback I receive from my supervisor about my work performance is fair and accurate.	<input type="radio"/>						
The informal feedback I receive from my supervisor about my work performance is detailed and specific.	<input type="radio"/>						

Overall, how much do you think your supervisor knows about your level of performance?

- A very great deal
- A great deal
- A significant deal
- A moderate deal
- Some
- Hardly any
- None
- Not Applicable



Survey Screen 9 (continued)

We find that supervisors vary widely in their strengths and weaknesses, and that no supervisor can be great at everything. What about your supervisor?

Please indicate how strong or weak your direct manager is at the following:

	Very Weak	Weak	Somewhat Weak	Somewhat Strong	Strong	Very Strong	Not Applicable
Creating clear work plans and timetables	<input type="radio"/>						
Helping find solutions to problems	<input type="radio"/>						
Accepting responsibility for successes and failures	<input type="radio"/>						
Encouraging employee development	<input type="radio"/>						
Caring about his/her employees	<input type="radio"/>						
Clearly communicating expectations	<input type="radio"/>						
Holding people accountable	<input type="radio"/>						
Adapting to changing circumstances	<input type="radio"/>						
Setting realistic performance expectations	<input type="radio"/>						
	Very Weak	Weak	Somewhat Weak	Somewhat Strong	Strong	Very Strong	Not Applicable
Openness to new ideas	<input type="radio"/>						
Clearly explaining my performance objectives.	<input type="radio"/>						
Clearly articulating goals of the organization	<input type="radio"/>						
Accurately evaluating the potential in others	<input type="radio"/>						
Inspiring others	<input type="radio"/>						
Accurately evaluating employee performance	<input type="radio"/>						

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Survey Screen 10

Department of the Navy (DON) Performance Management Survey

CLC Solutions

In this section, you will be asked a number of questions about your job and the opportunities you have in your work unit and the projects or assignments you work on as part of your day-to-day job.

Please remember that when we refer to "work unit", we are referring to your immediate work unit, headed by your immediate supervisor.

Overall, how much opportunity does your work unit give you to do each of the following?

	No opportunity	Hardly any opportunity	Some opportunity	A moderate deal of opportunity	A significant deal of opportunity	A great deal of opportunity	A very great deal of opportunity	Not Applicable
Do challenging and 'leading-edge' work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work on the things you do best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experiment and take risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work for a strong senior team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have significant responsibility and accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help turn around an under-performing project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help launch a new project, initiative, or program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Overall, how challenging are the projects or assignments that you are asked to work on?

- Very Unchallenging
- Unchallenging
- Somewhat Unchallenging
- Neither Challenging nor Unchallenging
- Somewhat Challenging
- Challenging
- Very Challenging
- Not Applicable



Survey Screen 10 (continued)

Have you been provided the training necessary to use the technological tools at your disposal?

- Yes
- No
- Not Applicable

In response to unforeseen developments or events, about how often does your supervisor or work unit make a fundamental change to your work projects or assignments?

- Once a day
- 2 - 4 times a week
- Once a week
- 2 - 3 times a month
- Once a month
- 8 - 11 times a year
- 4 - 7 times a year
- 2 - 3 times a year
- Once a year
- Less than once a year
- Never
- Not Applicable

Overall, how much influence do you have in picking which projects or assignments you work on as part of your day-to-day job?

- A very great deal
- A great deal
- A significant deal
- A moderate deal
- Some
- Hardly any
- None
- Not Applicable

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Survey Screen 11

Department of the Navy (DON) Performance Management Survey

CLC Solutions

In this section, you will be asked about your actual experiences if you have spent a significant period of time under the new National Security Personnel System (NSPS). NSPS is being implemented in phases in most Navy and Marine Corps commands, activities, and work units, and feedback from employees with experience under the system is crucial to efforts to evaluate the impact of NSPS on employees and DON as a whole.

Are you under NSPS?

- Yes
 No

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Try our Frequently Asked Questions for common technical questions.

If the FAQs are unable to answer your questions, please send an e-mail to departmentofthenavy@executiveboard.com.

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Final Survey Screen

Department of the Navy (DON) Performance Management Survey

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YOU HAVE COMPLETED THE SURVEY – THANK YOU!

Your survey responses have been received and saved, and no further changes can be made.

We greatly appreciate your participation in this survey. The information you have provided is very valuable to the Department of the Navy, and we are grateful for your time.

You have been logged out of the survey. You can now close your browser.

Try our [Frequently Asked Questions](#) for common technical questions.

If the FAQs are unable to answer your questions, please send an e-mail to departmentofthenavy@executiveboard.com.

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Finally, One Example of Why Response Rates Are Plummeting

Congratulations!

American National Bank of Texas [email@anbt.com]

Extra line breaks in this message were removed.

Sent: Thu 6/19/2008 7:53 AM

To:

Congratulations!

Dear Customer,

You've been selected to take part in our quick and easy survey In return we will credit \$90.00 to your account - Just for your time!

Please spare two minutes of your time and take part in our online survey so we can improve our services.

Don't miss this chance to change something.

To continue click on the link below:

<http://61-250-150-136.rev.krline.net/anbt.com/>



What We Have Just Learned

- Illustrated good and bad survey practices with actual survey examples
- Designing good survey questions and instruments is not easy
 - Pretest, pretest, pretest...