

Executive Summary
EPA REGION VII
ORGANIZATIONAL HEALTH SURVEY
July 1993

Developed By
CONTINUING EDUCATION AND DEVELOPMENT DIVISION OF
NATIONAL SEMINARS GROUP
A DIVISION OF ROCKHURST COLLEGE CONTINUING EDUCATION CENTER

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**EXECUTIVE SUMMARY OF
EPA REGION VII
ORGANIZATIONAL HEALTH SURVEY**

INTRODUCTION

During the first quarter of 1993, the management of EPA Region VII commissioned the Continuing Education and Development Division of Rockhurst College Continuing Education Center to conduct a Organizational Health Survey of its employees.

The purpose of this study was to measure across all personnel levels the Organizational Health (prevailing influence or environmental conditions characterizing a group). Organizational Health was operationally defined through the theoretical constructs of communications, performance, quality, supervision, teamwork, working conditions, general personnel--change and diversity--and senior management. Participant responses were analyzed by the above categories as well as demographic groups of minority or non-minority, sex, age, length of employment and supervisory or non-supervisory.

The underlying assumption in the development of the survey and the interpretation of the results is that higher levels of satisfaction within these categories of organizational health indicate stronger and more positive organizational health.

This Executive Summary contains illustrative graphs as well as highlights of the descriptive statistics. Detailed analysis and significant findings are reported in the book, DETAILED RESULTS OF EPA REGION VII ORGANIZATIONAL HEALTH SURVEY.

RESEARCH PLAN

All employees were sent a copy of a questionnaire to determine the work climate at Region VII. In order to maintain confidentiality, questionnaires were sent by mail for processing. The response rate was exceptionally high with 70% of the employees returning their surveys (431 out of 611 mailed).

INTERPRETATION OF DATA

There are two measures which can be used to determine whether sub-groups (e.g., males and females) have different responses to a specific question.

- **Means:** The "average" response of one group such as females is compared to another group such as males to see if they are similar.
- **Distributions:** The distribution of responses (ratings of 1, 2, 3, 4, 5) is compared to the distribution of responses for another group.

Two groups may have similar means, but have different distributions. For example, a normal distribution (bell-shaped curve) could have the same mean as an exponential curve (skewed curve). But their distributions are not the same.

Commentary (in Detailed Results Report) for a graph which appears to have similar means will indicate that the distributions are different. For those situations, review the distributions for that specific question (see Detailed Results Report). You will notice that the percentages for the different categories (e.g., strongly agree, agree, uncertain, disagree, and strongly disagree) have a different pattern. The statistic Chi-squared was used as the measure to determine whether the distributions were similar; the criteria used was a probability level less than .05.

MAJOR OBSERVATIONS

The lowest ratings occur for the category "Senior Management"; however, it should be kept in mind that there was only one rating question for that category. Those lowest ratings occurred for all subcategories of race, sex, age, length of employment and supervisory status.

Other interesting findings across the categories and demographic cuts were:

- 1) the highest communication rating was given by "supervisory employees" and the lowest was given by "non-white" employees;
- 2) the highest performance rating was given by "supervisory staff" and the lowest performance rating was given by "non-white" employees;
- 3) highest quality rating was given by "supervisory employees";
- 4) highest supervision rating was given by "supervisory employees" and males appeared more satisfied with supervisory actions than females;
- 5) highest teamwork rating was given by "supervisory employees" and the lowest were given by "non-whites" and persons "employed 3 to 8 years";

- 6) highest working conditions (enough time, supplies or equipment to do their jobs) rating was given by "non-white employees" while "white employees" had stronger level of agreement that they were satisfied with the working environment and felt valued and respected as an employee;
- 7) average ratings were given by all sub-groups in response to the general personnel questions and slightly more than half of the employees would prefer more money allocated for technical training (skill development for immediate job);
- 8) highest change rating was given by "supervisory employees" and "non-whites" and "female" employees have a stronger level of agreement that change is an opportunity and not a nuisance;
- 9) highest personnel diversity rating was given by "supervisory employees" and the lowest was given by "non-white";
- 10) senior management received the highest ratings from persons under age 30 and the group, as a whole, perceived senior management as the area in greatest need of improvement.

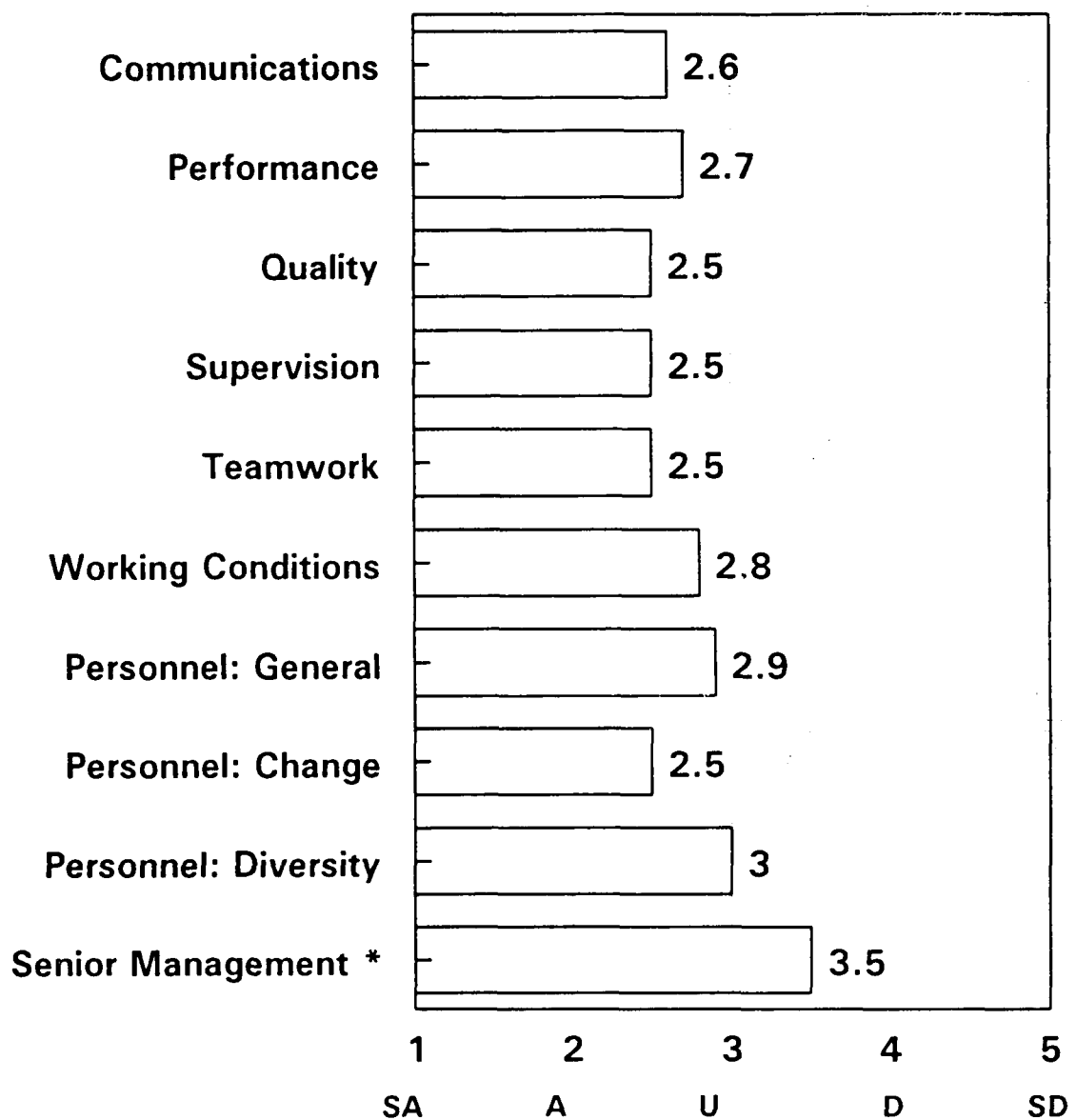
RECOMMENDATION

It is recommended that focus groups, teams, and/or task force groups be convened to develop and implement organizational strategies and action plans to address the issues that surfaced in this survey.

SIGNIFICANT FINDINGS PER CATEGORY

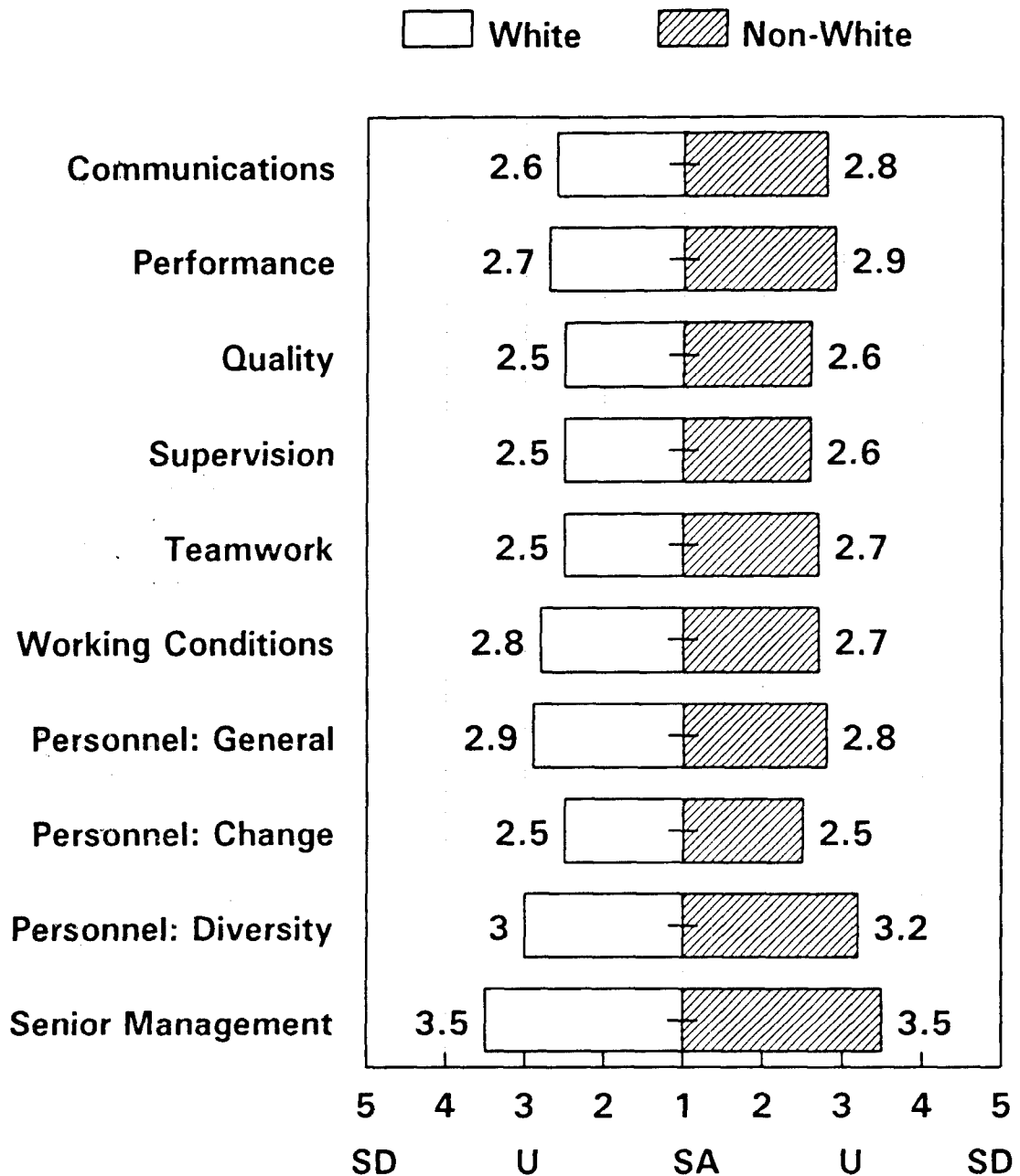
The following pages of the executive report are: 1) summary graphs comparing the mean ratings by Major Conceptual Categories and Demographic Categories and 2) summary pages per category of the results from the survey. Please refer to the Detailed Results for clarification and documentation for the findings.

Comparison of Mean Ratings For Major Categories Graph 1

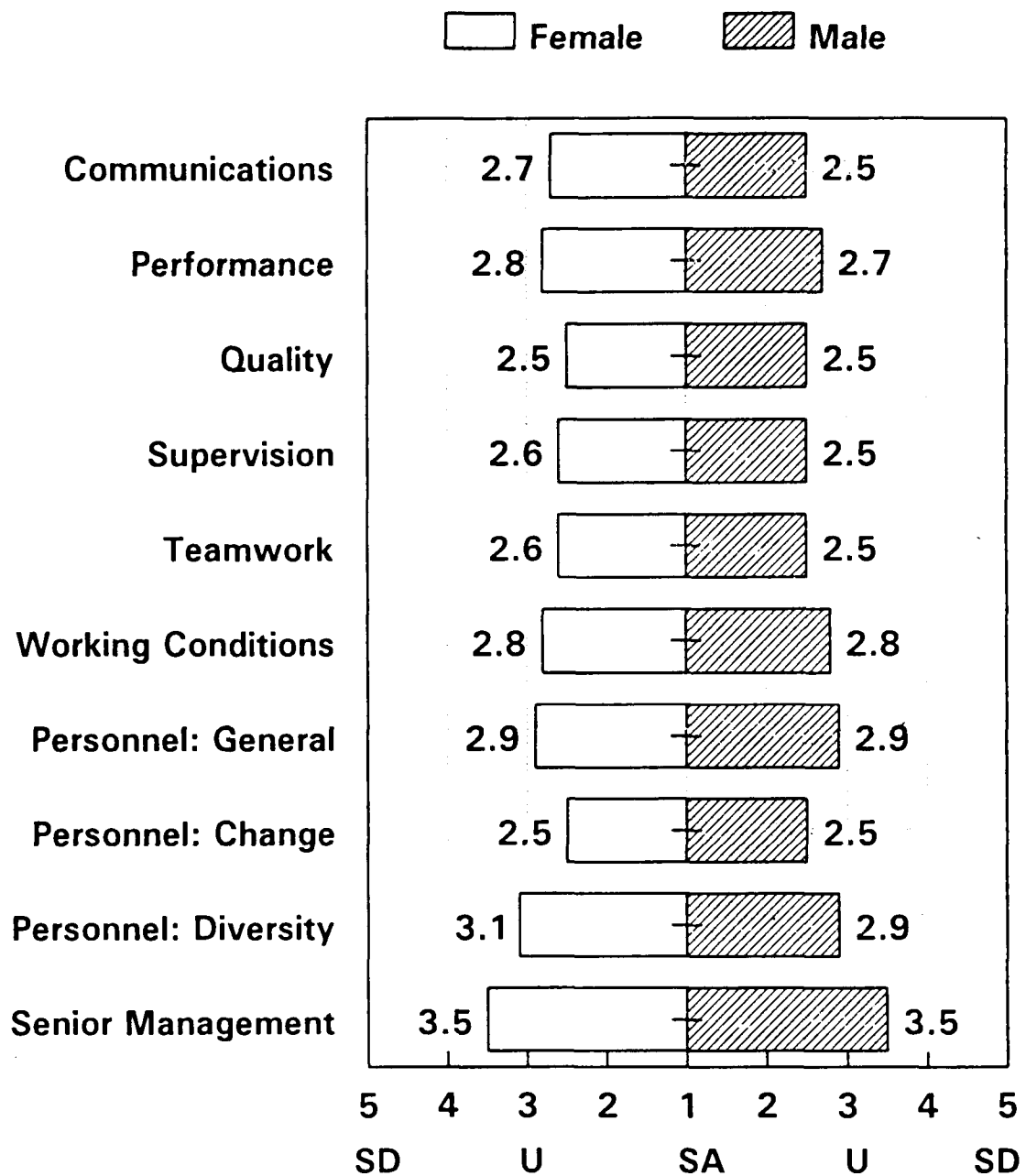


* One rating question.

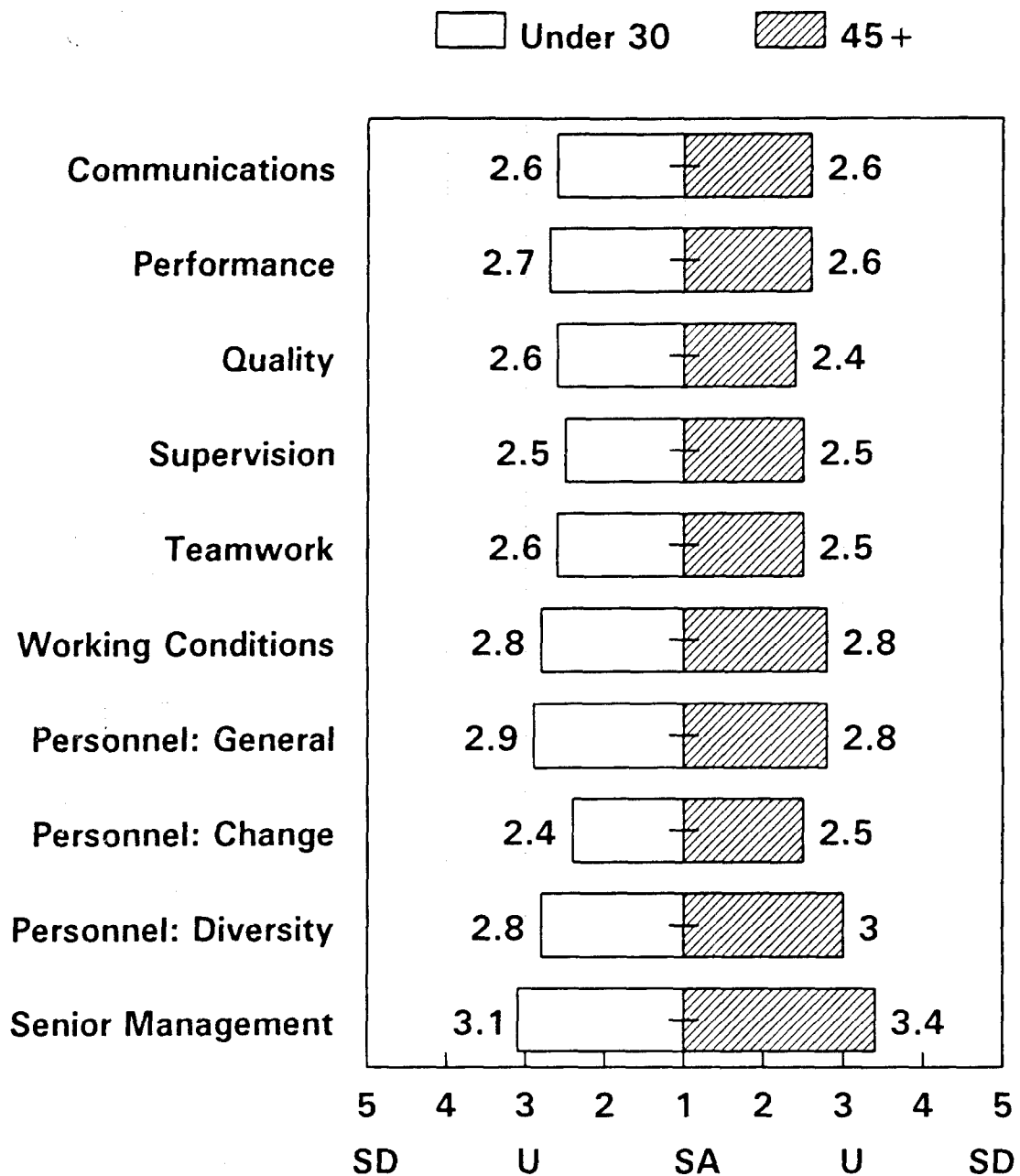
Comparison of Mean Ratings For Major Categories By Race Graph 2



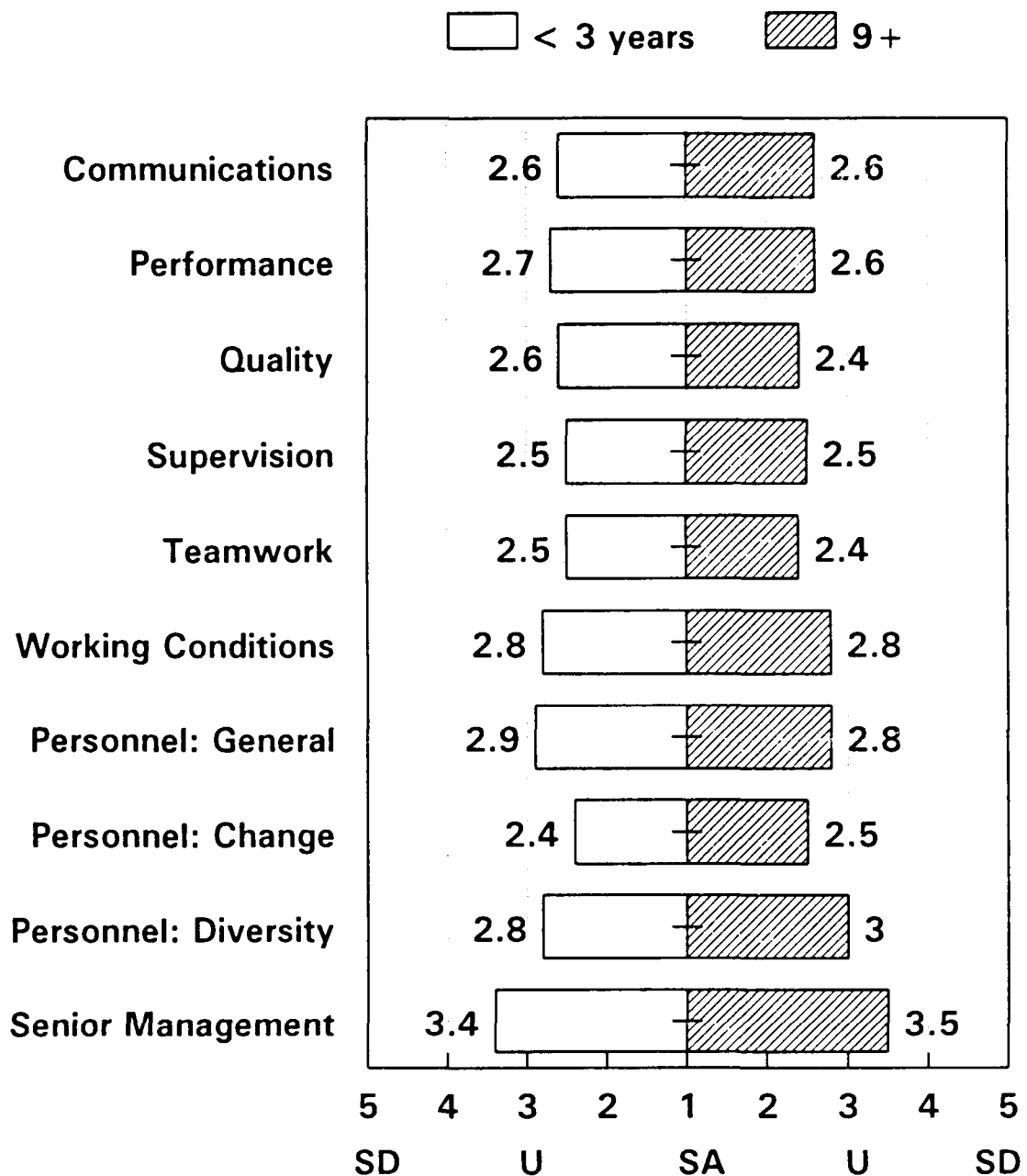
Comparison of Mean Ratings For Major Categories By Sex Graph 3



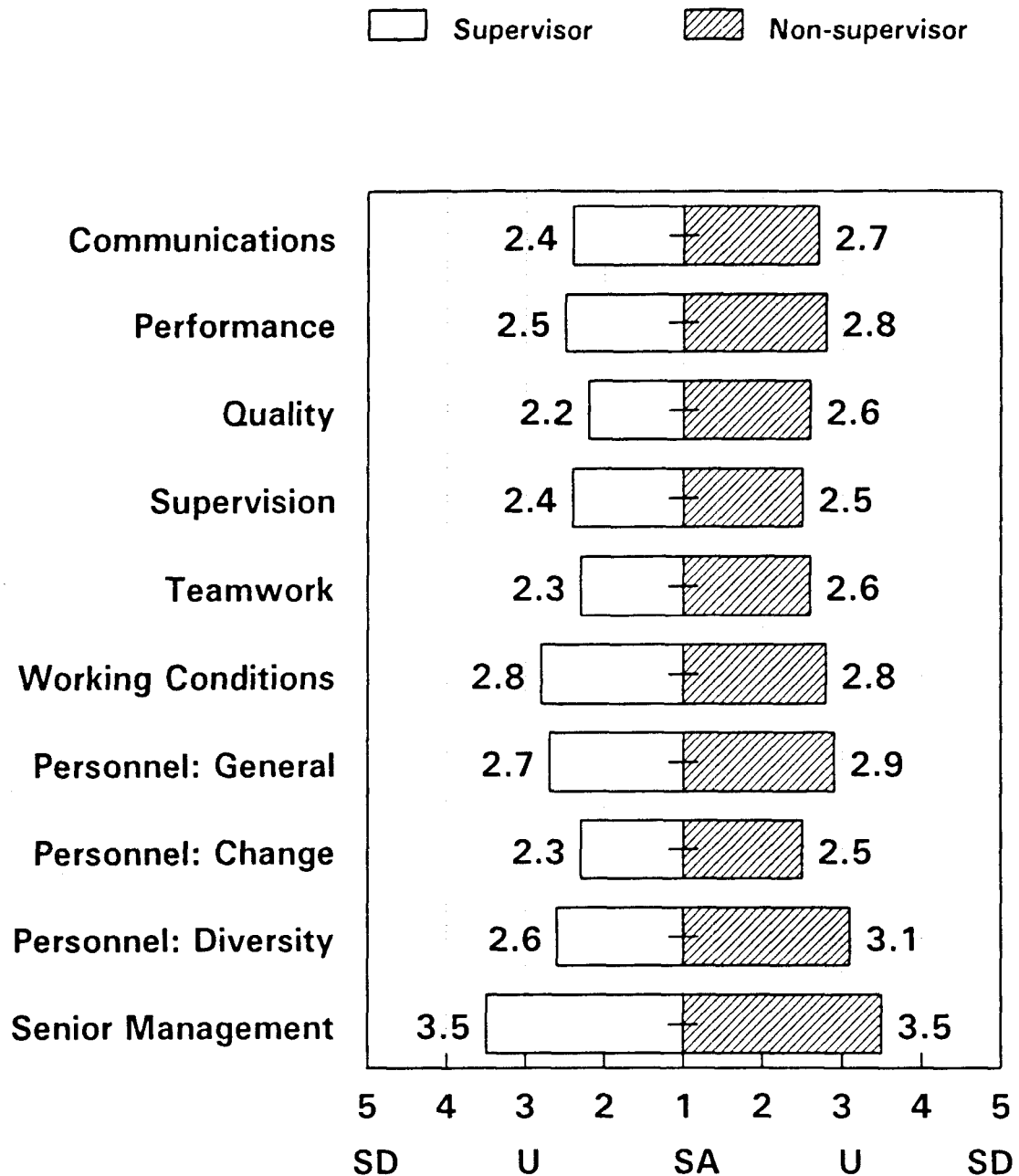
Comparison of Mean Ratings For Major Categories By Two Age Groups Graph 4



Comparison of Mean Ratings For Major Categories By Length of Employment Graph 5



Comparison of Mean Ratings For Major Categories By Supervisory Role Graph 6



COMMUNICATIONS

Number of Questions:

11 questions (Q1, Q3, Q6, Q7, Q8, Q36, Q46, Q48, Q49, Q53, Q54)

- All questions requested a rating.
- Two questions (Q6 and Q54), however, had a scale for which low scores could imply a "problem area;" this was in contrast to most questions for which "low" scores were positive.

Major Observations

The highest average Communication rating was given by "Supervisory" personnel. The lowest was given by "non-white" employees.

- 42% disagree that there is an atmosphere of open, informal and honest communication (Q1).
- 74% agree that they are allowed to discuss openly difficult issues or problems which affect their jobs (Q3).
- There is a range of opinion concerning whether information communicated to them is selective (Q6).

Differences By Race

"Non-whites" were more likely to feel that some information was withheld from them (Q6). They also were less likely to agree that their opinions were encouraged and respected (Q7), and less likely to agree that they had access to the information they needed to do the job (Q8).

Differences By Sex

Females were more likely to feel that some information was withheld from them (Q6). They were less likely to feel that they could be direct and honest with their supervisors and less likely to feel comfortable discussing new assignments with their supervisors (Q53).

Males were more likely to give "uncertain" ratings to "Supervisor gives me clear directions" although the mean ratings for Q49 were similar for both males and females.

Females were more likely to indicate that "conflicts and disagreements" were usually ignored in their sections.

Differences By Length of Employment

Persons who had been employed less than three years were more likely to agree that there was an atmosphere of open, informal, and honest communication (Q1). Persons who have been employed 3 to 8 years were more likely to disagree with this statement.

This pattern of response continued when employees indicated their level of agreement with "information that is communicated to me is very selective. People withhold information" (Q6). Persons employed 3 to 8 years were more likely to agree with this statement.

Differences by Supervisory Role

Supervisory persons generally gave more positive responses than did non-supervisory persons on four of the 11 questions. Non-supervisory persons tended to be more likely to feel that information was withheld from them (Q6), and that conflicts and disagreements were ignored in their section (Q54).

Non-supervisory persons were less likely to agree that their opinions were encouraged and respected (Q7), and less likely to agree that conflicts were honestly discussed and resolved in their section.

Interpretation Note:

Questions 6 and 54 had "reversed" ratings; more specifically, a low rating could indicate a "problem area," while a high rating could indicate "not a problem area." When the overall means for the Communication Subgroup were calculated, these responses were reversed so that the means would more accurately reflect the rating for Communications. On the individual graphs, however, the actual scaling is used and an asterisk is shown to remind the reader that the scaling was reversed.

PERFORMANCE

Number of Questions:

8 questions (Q9, Q13, Q15, Q16, Q22, Q61, Q62 and Q70)

- All questions except Q13 requested a rating.
- One question (Q9) had a scale for which low scores could imply a "problem area;" this was in contrast to most questions for which "low" scores were positive.
- Question 13 requested one of two alternative responses.

Major Observations

The highest "Performance" rating was given by "Supervisory" staff; the lowest was given by "Non-white" employees.

Differences By Race

Non-whites were less likely than whites to agree that outstanding achievements were rewarded in their department (Q22). They expressed stronger disagreement that good performance was rewarded through pay or promotion (Q70).

Differences By Sex

Females were more likely than males to express some level of disagreement that most people are concerned with following established rules and regulations (Q16).

Females were more likely than males to respond to both extremes "strongly agree" and "strongly disagree" that outstanding achievements were rewarded in their departments (Q22). Females were also more likely to respond to both extremes that they were satisfied with their job (Q61). Females expressed more disagreement that good performance was rewarded through pay or promotion (Q70).

Differences By Age

Persons at least 30 tended to express disagreement that good performance was rewarded through pay or promotion (Q70).

Differences By Length of Employment

Persons employed at least 9 years were more likely to agree that they have sufficient authority to solve the routine situations and/or problems of their jobs (Q15). They were also more likely to agree that when problems occurred in their sections that people spend their time looking for constructive solutions instead of someone to blame (Q62).

Differences By Supervisory Role

Non-supervisors would like to have more influence about how their assigned tasks are completed (Q9).

Supervisors gave stronger levels of agreement that they have sufficient authority to solve the routine situations and/or problems of their jobs (Q15).

Non-supervisors gave stronger levels of disagreement that good performance is rewarded through pay or promotions (Q70).

QUALITY

Number of Questions:

10 questions (Q12, Q17, Q19, Q20, Q21, Q23, Q24, Q25, Q27, Q28)

- All questions except Q17 requested a rating.
- Question 17 requested one of three specific choices.

Primary Level of Impediments

The majority of employees felt that "Senior Management" was the primary level at which impediments occurred that impacted the accomplishment of EPA's mission (Q17).

First level supervisors and managers were considered the primary impediment more frequently by non-whites, persons under age 30, and persons employed less than 9 years.

Major Observations

The highest "Quality" rating was given by "Supervisory" staff.

Differences By Sex

Females were more likely than males to indicate that they were "uncertain" that quality improvement efforts have made a positive impact on Region VII (Q28).

Differences By Age

Persons at least age 30 had a higher level of agreement that they knew who their internal customers were (Q23) and who their external customers were (Q24).

Persons, ages 30 to 44, had a higher level of disagreement that there were incentives to encourage workers to do excellent, high quality work beyond the level of just doing enough to get by (Q27).

Persons, at least age 45, had a higher level of disagreement that the quality improvement efforts have made a positive impact on Region VII (Q28).

Differences By Years Employment

Persons employed at least 9 years tended to have higher levels of agreement that they understood the mission of EPA (Q21), that they knew who their internal customers were (Q23), and that there were incentives to encourage workers to do excellent, high quality work beyond the level of just doing enough to get by (Q27).

Differences By Supervisory Role

Supervisory staff gave higher levels of agreement that people in Region VII are encouraged to be creative and innovative (Q12), that they were encouraged to analyze the tasks that they do and make recommendations to being more efficient (Q19), that they understood the mission of EPA (Q21), knew who their internal customers were (Q23), knew who their external customers were (Q24), and that there were incentives to encourage workers to do excellent, high quality work beyond the level of just doing enough to get by (Q27).

SUPERVISION

Number of Questions:

11 questions (Q11, Q34, Q35, Q38, Q40, Q41, Q42, Q43, Q44, Q44, and Q47)

- All questions requested a rating.
- One question (Q41) had a scale for which low scores could imply a "problem area;" this was in contrast to most questions for which "low" scores were positive.

Major Observations

The highest "Supervision" rating was given by "Supervisory" staff.

Differences By Sex

Males had a stronger level of agreement than did females that when their supervisors gave them an assignment the time frame and priorities of the assignment are clearly explained (Q34); their supervisors ask for an explanation or discussion before criticizing their work (Q35); their supervisors involve them when making decisions affecting their work (Q40); their supervisors give them timely and useful feedback that helps them to do a better job (Q42); feel as though their supervisors appreciate them and the jobs they do (Q43); their supervisors praise them when they do an extra task or do something extremely well (Q44); and encourages them to ask questions (Q45).

Differences By Supervisory Role

Supervisory employees had a stronger level of agreement than did non-supervisory staff that their supervisors are interested in their suggestions for improvement (Q11); their supervisor helps them to develop their skills so that they can advance their careers (Q38); and they understand the day to day concerns and activities of their supervisors (Q47).

TEAMWORK

Number of Questions:

5 questions (Q29, Q30, Q31, Q32 and Q33)

- All questions except Q31 requested a rating.
- Question 31 requested one of two specific choices.

Major Observations

The highest "Teamwork" rating was given by "Supervisory" staff; the lowest was given by "Non-whites" and persons "employed 3 to 8 years."

Differences By Race

Whites tended to agree more frequently than did non-whites that they have trust and confidence in the people with whom they work (Q29).

Differences By Sex

Males tended to agree more frequently than did females that they have trust and confidence in the people with whom they work (Q29).

Males also tended to agree more frequently than did females that team members share the responsibilities when the team fails (Q32).

Differences By Years Employment

Persons employed 3 to 8 years had a higher level of disagreement that team members share the praise when the team succeeds (Q33).

Differences By Supervisory Role

Non-supervisory staff had a lower level of agreement that people work well together as a team (Q30), that team members share the praise when the team succeeds (Q32), and that team members share the responsibility when the team fails (Q33).

WORKING CONDITIONS

Number of Questions:

20 questions (Q4, Q50, Q55-Q58, Q63: 5 subparts, Q64, Q72, Q73: 5 subparts, Q74, Q75)

- All questions except Q4 and Q57 requested a rating.

Major Observations

The highest "Work Conditions" rating was given by "Non-white" staff.

Differences By Race

Non-whites had a stronger level of agreement that they usually have enough time to do their jobs (Q55).

Non-whites had a stronger level of agreement that they usually have the correct supplies and equipment to do their jobs (Q56).

Whites had a stronger level of agreement that they were satisfied with the working environment at Region VII (Q64) and that they felt valued and respected as an employee (Q74).

Differences By Sex

Males had a higher level of dissatisfaction than did females with Geographic Information Services (Q63). They had a higher level of satisfaction with the Motor Pool Services (Q73) and with the Rest Room Facility Maintenance (Q73).

Males had a higher level of dissatisfaction that they usually have enough time to do their jobs (Q55).

A higher percentage of females (15%) indicated sexual harassment than did males (5%) (Q57).

Males had a higher level of agreement that they felt valued and respected as an employee (Q74).

Differences By Age

Persons under age 30 had a higher level of agreement that the amount of their workload was reasonable.

Persons ages 30 to 44 had a higher level of satisfaction with LAN, PC, and Main Frame Services.

Differences By Years Employment

Persons employed 3 to 8 years had a higher level of disagreement that they usually have enough time to do their jobs (Q55).

Persons employed less than 3 years had a higher level of satisfaction with the working conditions (Q64).

Persons employed 9 or more years had a higher level of satisfaction with the Motor Pool Services (Q73).

Differences By Supervisory Role

Supervisory employees have a higher level of disagreement that they usually have enough time to do their jobs (Q55) and that the amount of their workload is reasonable (Q58).

Non-supervisory employees have a higher level of satisfaction with LAN, PC, and Main Frame Services (Q63) and Geographic Information Services (Q63).

Supervisory employees have a higher level of agreement that Region VII offers training to enhance their job skills (Q72) and that they feel valued and respected as an employee (Q74).

Supervisory employees have a higher level of dissatisfaction with Meeting Room Scheduling (Q73).

GENERAL PERSONNEL

Number of Questions:

13 questions (Q2, Q5, Q10, Q18, Q26, Q51: 5 subparts, Q65, Q66, Q67)

- All questions except Q2, Q5, Q10, Q18 and Q26 requested a rating.
- Questions 2, 5 and 10 requested one of two alternatives.
- Question 18 requested the top four most beneficial program categories.
- Question 26 requested the top four most beneficial NEW programs.

Preference Questions

Slightly more than half of the employees would prefer more money allocated for technical training (skills development for immediate job), while others would prefer money for personal or professional development (skills and attitude development for personal and career advancement in the future) (Q2).

- Non-whites had a slightly stronger preference for personal or professional development, while whites had a slightly stronger preference for technical training.
- Females had a slightly stronger preference for personal or professional development, while males had a slightly stronger preference for technical training.

The majority of employees would prefer cash (rather than time off) as an award in the Special Act or Service Award program. Persons who would prefer "time off" tend to be females or non-supervisory staff.

Beneficial Programs

The top five programs which are considered to be beneficial to employees include:

- Current Technology (LAN, Voice Mail, Video Conferencing, Computer Systems Training).
- Details and Rotations
- In-house Training Program
- Tuition Assistance for Continuing Education
- Furniture, Equipment, and Building Maintenance

More than one-third of the non-whites also selected Developmental Programs. Tuition Assistance for Continuing Education was selected more frequently than was Current Technology.

The top five new programs which were considered to be beneficial to employees include:

- Fitness Center
- Work at Home
- Assessment of Supervisors by Employees
- Child Care Facility
- Environmentally Friendly Transportation Program (car pools, bike racks, walking and jogging tracks at worksite)

Supervisory staff also included Life and Estate Planning as one of major interest.

Major Observations

The highest "General Personnel" rating was given by "Supervisory" staff.

Differences By Race

Non-whites had a stronger level of disagreement that hiring and promotion practices appeared to be fair (Q67).

Differences By Sex

Males had a stronger level of dissatisfaction with Career Counseling (Q51).

Females had a stronger level of disagreement that hiring and promotion practices appeared to be fair (Q67).

Differences By Age

Employees at least age 45 were more satisfied with Office Supply Services and Photo Copying Facilities (Q51).

Employees at least age 45 had a stronger level of agreement with their understanding of the employee benefit package (Q65).

Differences By Years Employment

Employees with less than 3 years employment had a stronger level of dissatisfaction with Office Supply Services and Photo Copying Facilities (Q51).

Employees with at least 9 years employment had a stronger level of satisfaction with the Centralized Processing of Travel and Time Keeping (Q51).

Differences By Supervisory Role

Non-supervisory employees had a stronger level of disagreement that hiring and promotion practices appeared to be fair (Q67).

PERSONNEL: CHANGE

Number of Questions:

4 questions (Q39, Q52, Q59, Q60)

- All questions requested a rating.

Major Observations

The highest "Personnel Change" rating was given by "Supervisory" staff.

Differences By Race

Non-whites have a stronger level of agreement that change is an opportunity and not a nuisance (Q59).

Differences By Sex

Males have a stronger level of agreement that their supervisors explain to them the reasons for changes that affect them (Q39).

Females have a stronger level of agreement that change is an opportunity and not a nuisance (Q59).

Differences By Years Employment

Employees employed less than 3 years have a stronger level of agreement that change is an opportunity and not a nuisance (Q59).

Differences By Supervisory Status

Supervisory employees have a stronger level of agreement that change is an opportunity and not a nuisance (Q59) and that people in their sections are very supportive of each other during periods of change (Q60).

Personnel: Diversity

Number of Questions:

5 questions (Q68, Q69, Q71, Q76, Q77)

- All questions requested a rating.
- One question (Q71) had a scale for which low scores could imply a "problem area;" this was in contrast to most questions for which "low" scores were positive.

Major Observations

The highest "Personnel Diversity" rating was given by "Supervisory" staff; the lowest was given by non-whites.

Differences By Race

Non-whites had a stronger level of disagreement that there is a climate of open and frank communication about diversity issues, such as age, gender and race (Q68), that opportunities for advancement are open to all employees regardless of age, gender, ethnicity, cultural background, sexual orientation, disability or religion (Q69), and that positive progress is being made to provide equal opportunity to all employees (Q77).

Non-whites had a stronger level of agreement that there exist prejudices, stereotypes and barriers that hinder the advancement of women (Q71) and that there exist prejudices, stereotypes and barriers than hinder the advancement of minorities (Q76).

Differences By Sex

Females had a stronger level of agreement that there exist prejudices, stereotypes and barriers that hinder the advancement of women (Q71) and that there exist prejudices, stereotypes, and barriers than hinder the advancement of minorities (Q76).

Differences By Supervisory Role

Non-supervisory employees had a stronger level of disagreement that there is a climate of open and frank communication about diversity issues, such as age, gender and race (Q68), that opportunities for advancement are open to all employees regardless of age, gender, ethnicity, cultural background, sexual orientation, disability or religion (Q69), and that positive progress is being made to provide equal opportunity to all employees (Q77).

SENIOR MANAGEMENT

Number of Questions:

3 questions (Q14, Q37, Q78)

- Question 14 requested 2 areas for improvement.
- Question 37 requested a rating.
- Question 78 requested a "yes/no" response.

Ratings By Major Subgroups (Q37)

The one question (Q37) involving a rating for Senior Management requested employees indicate their level of agreement with the following:

Senior Management has communicated a clear philosophy and direction for Region VIII.

Senior Management received the highest ratings from persons under age 30. Females were more likely than males to give "uncertain" ratings.

Areas for Senior Management to improve (Q14)

The group, as a whole, perceived "Communication (including listening)" as the area in greatest need of improvement. Supervisors, however, felt that "Teamwork" was the area in greatest need of improvement. Non-supervisors included "Teamwork" as an area to improve, but a larger percentage considered "Delegation" as important.

Although both males and females felt that "Communication" was the area in greatest need of improvement, females put a heavier emphasis on Communication, while males put heavy emphasis also on "Delegation."

Positive Changes in Past Several Months (Q78)

One-third of the group felt that Senior Management had made a number of positive changes during the past several months; however, two-thirds responded "no" to this question.

QUESTIONNAIRE

DETAILED RESULTS
OF
EPA REGION VII
ORGANIZATIONAL HEALTH SURVEY
JULY 1993

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Appendix A: Banners for all questions in order of question number

Appendix B: Means and standard deviations for rating questions

Appendix C: Questionnaire

EPA REGION VII ORGANIZATIONAL HEALTH SURVEY

All employees were sent a copy of a questionnaire to determine the work climate at Region VII. In order to maintain confidentiality, questionnaires were sent by mail for processing. The response rate was exceptionally high with 70% of the employees returning their surveys (431 out of 611 mailed).

Interpretation of Data

There are two measures which can be used to determine whether sub-groups (e.g., males and females) have different responses to a specific question.

- **Means:** The "average" response of one group such as females is compared to another group such as males to see if they are similar.
- **Distributions:** The distribution of responses (ratings of 1, 2, 3, 4, 5) is compared to the distribution of responses for another group.

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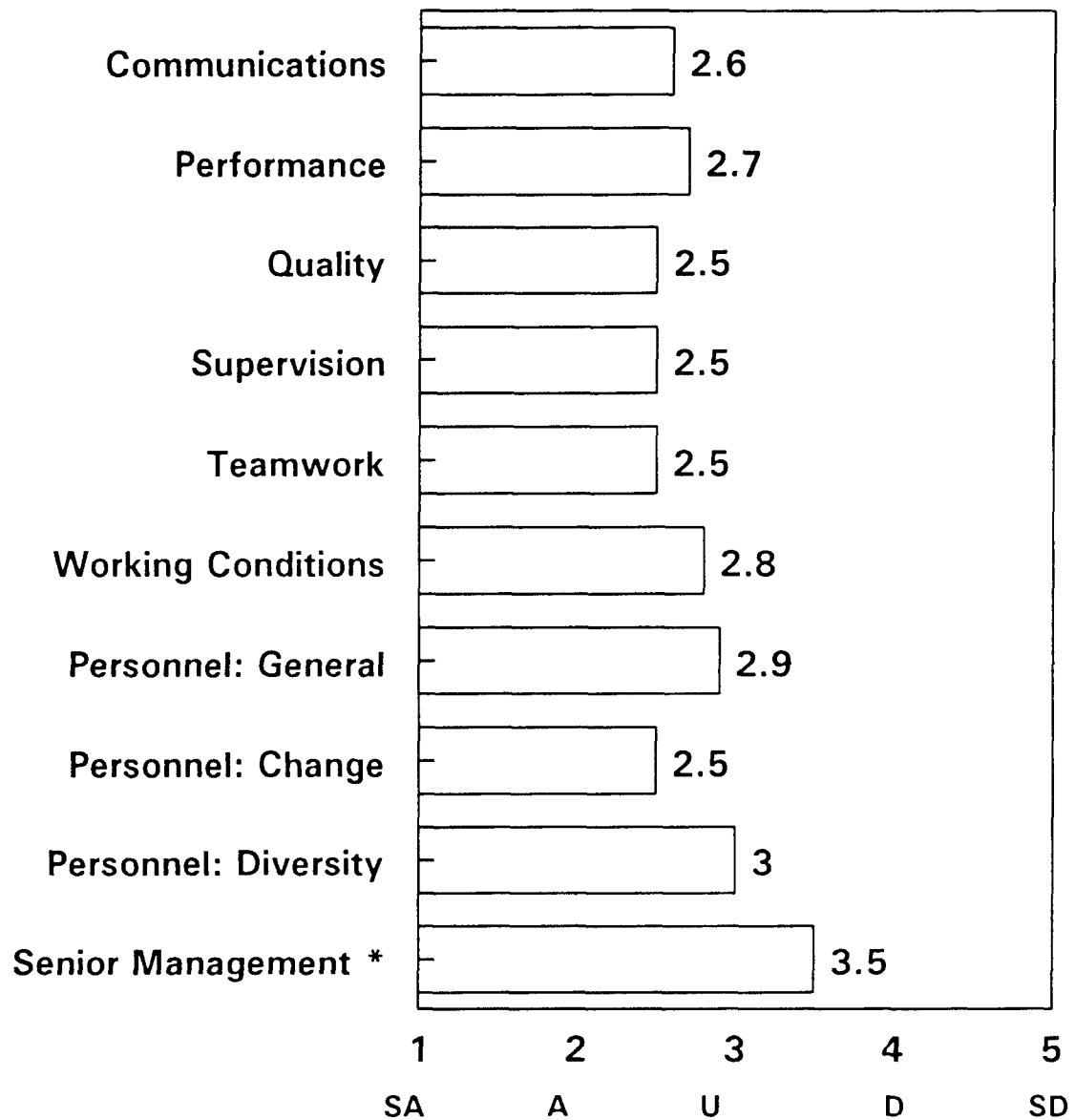
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Except for the summary graph at the beginning of each section, no graph has been displayed unless the Chi-squared statistic was significant. Distribution graphs are only shown for ratings questions when the means for the sub-categories differ by .1 or 0.

Overall Observations

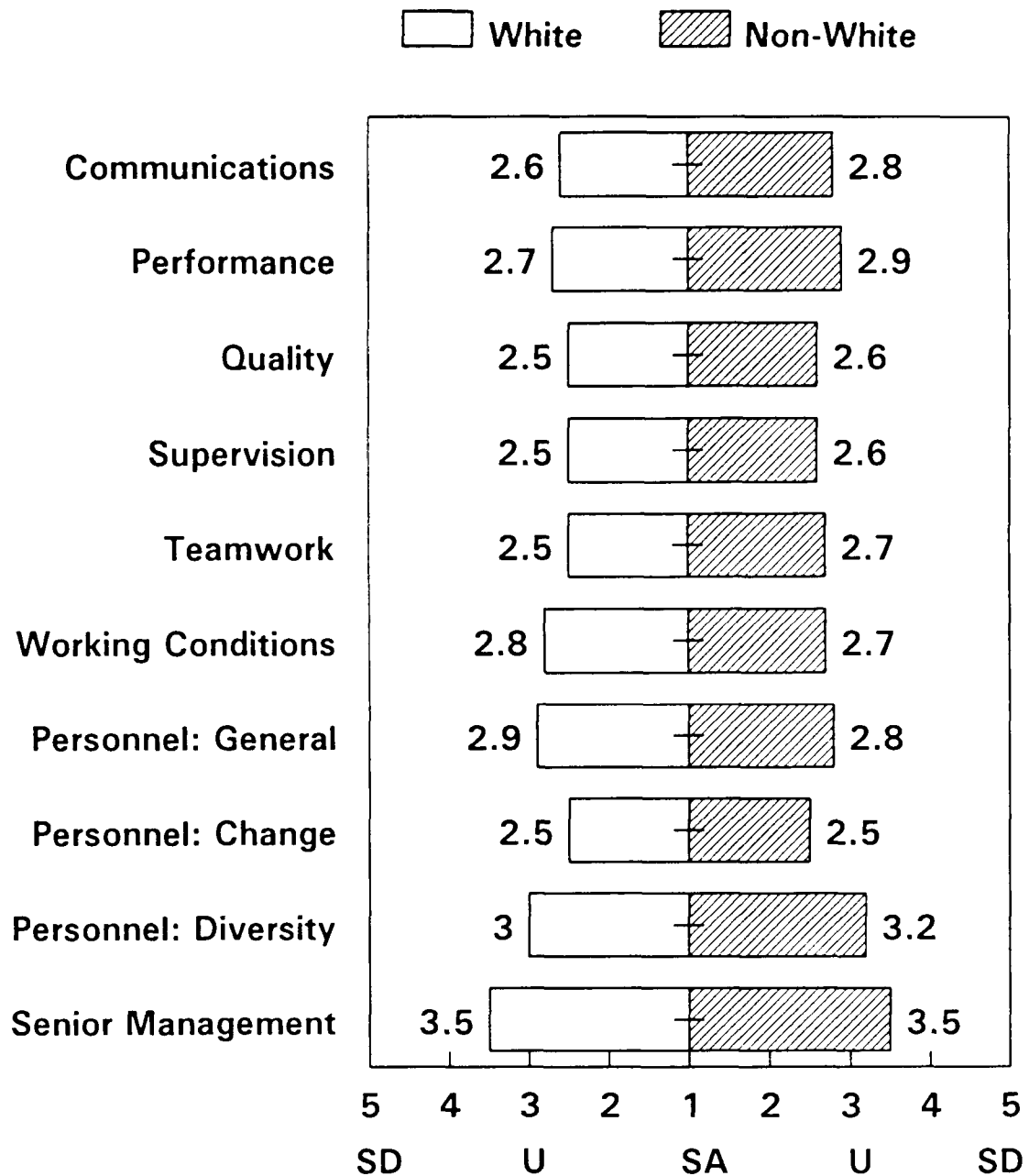
The lowest ratings occur for the category "Senior Management"; however, it should be kept in mind that there was only one rating question for that category. Those lowest ratings occurred for all subcategories of race, sex, age, length of employment, and supervisory status.

Comparison of Mean Ratings For Major Categories Graph 1

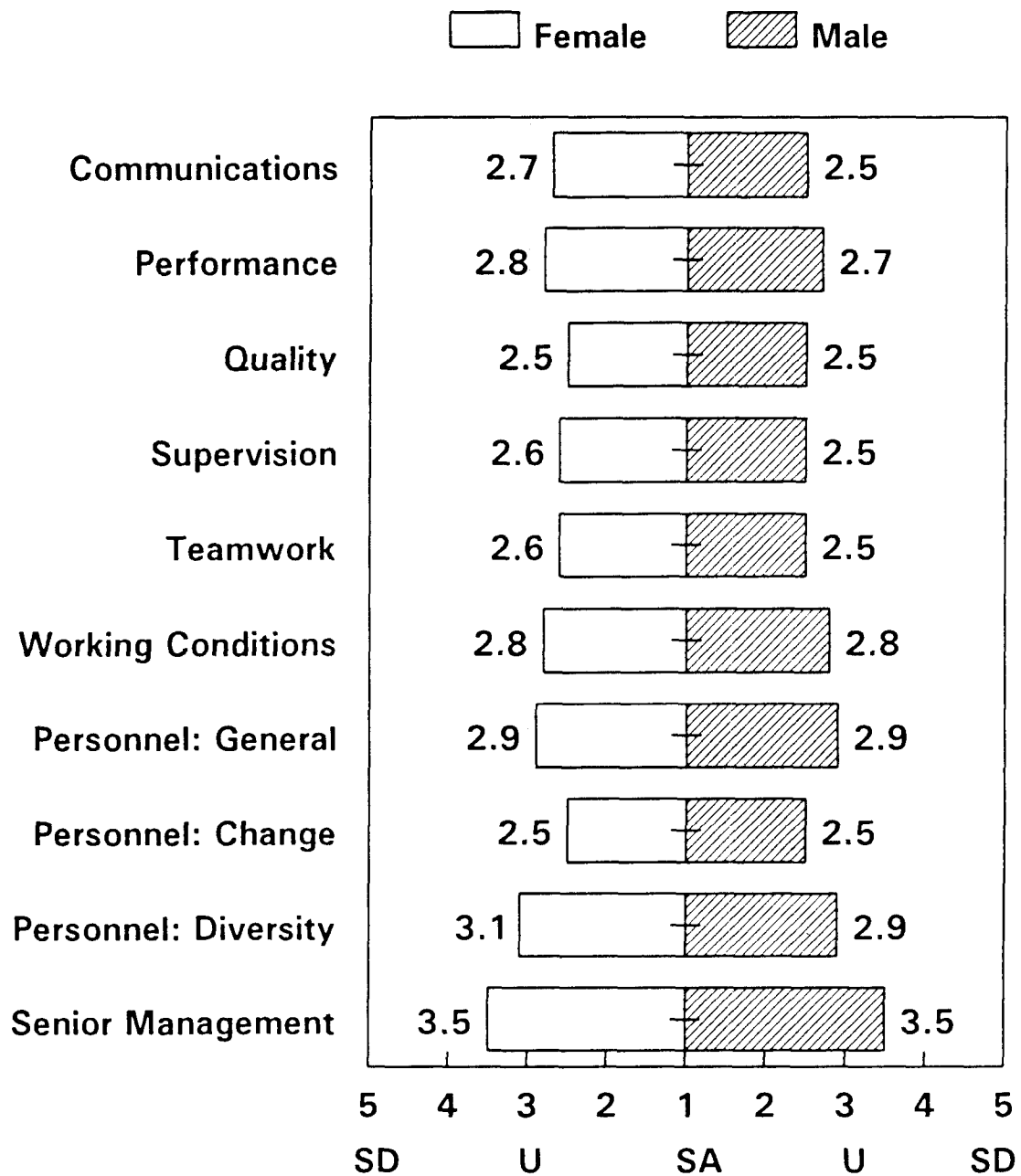


* One rating question.

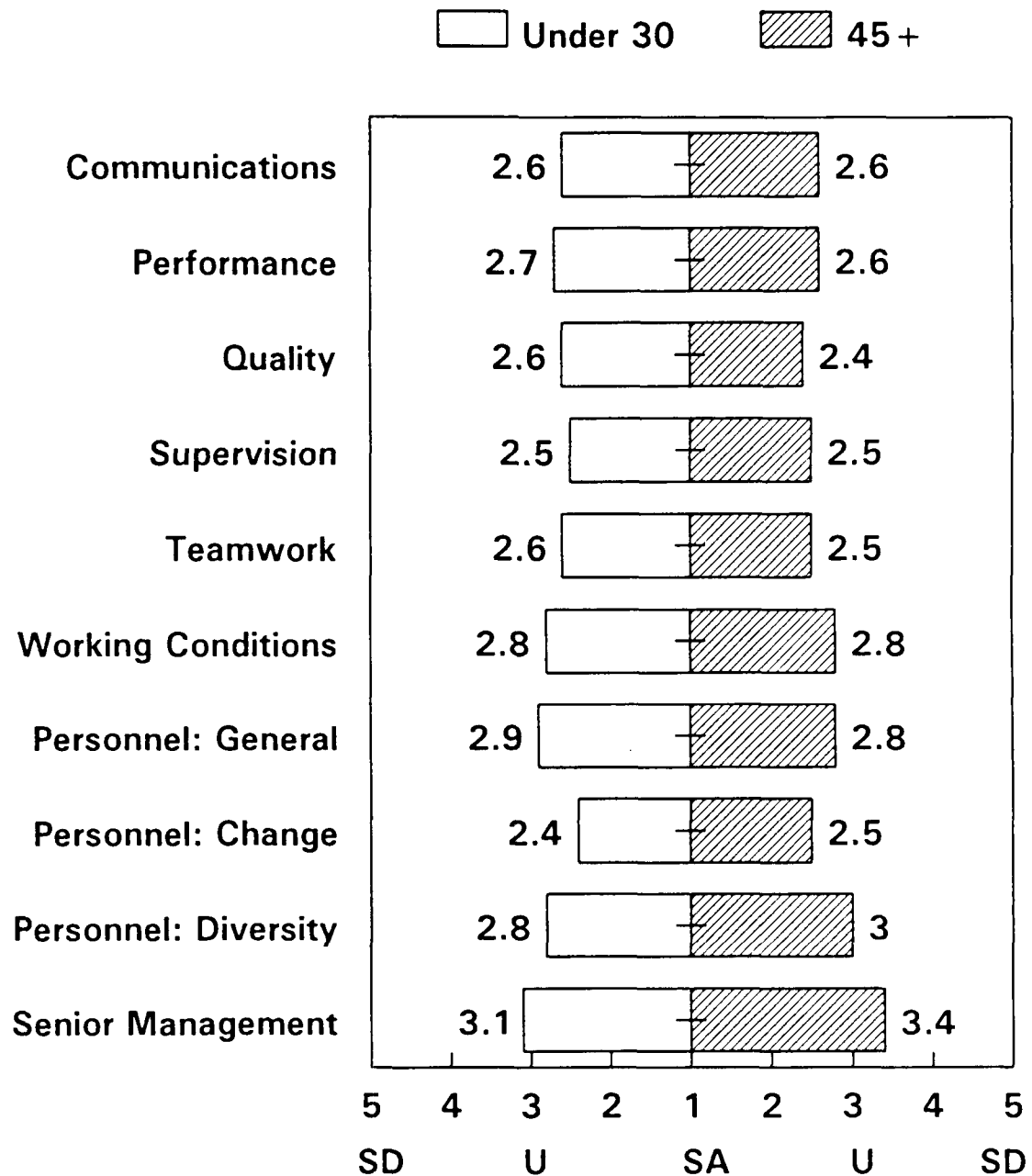
Comparison of Mean Ratings For Major Categories By Race Graph 2



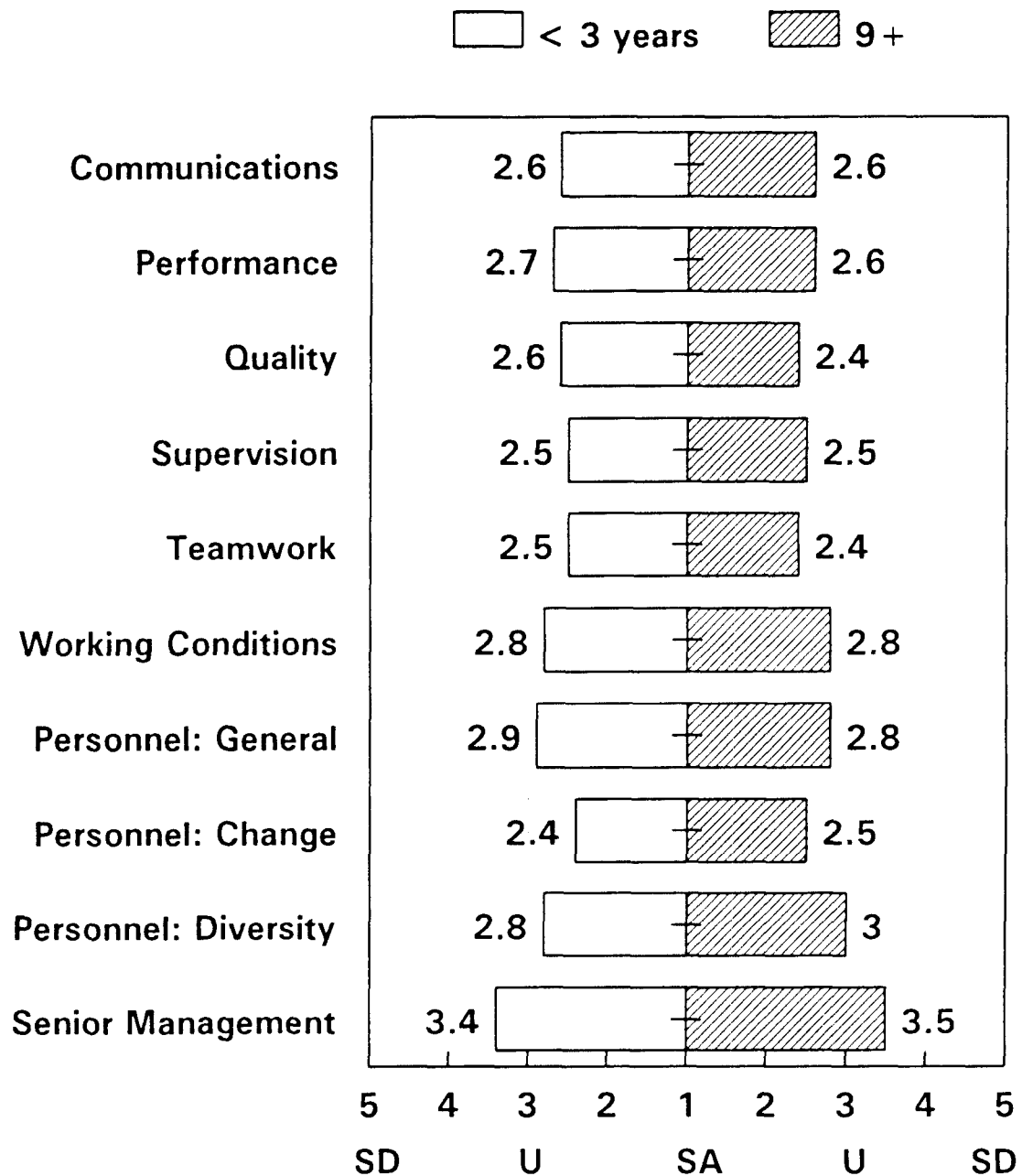
Comparison of Mean Ratings For Major Categories By Sex Graph 3



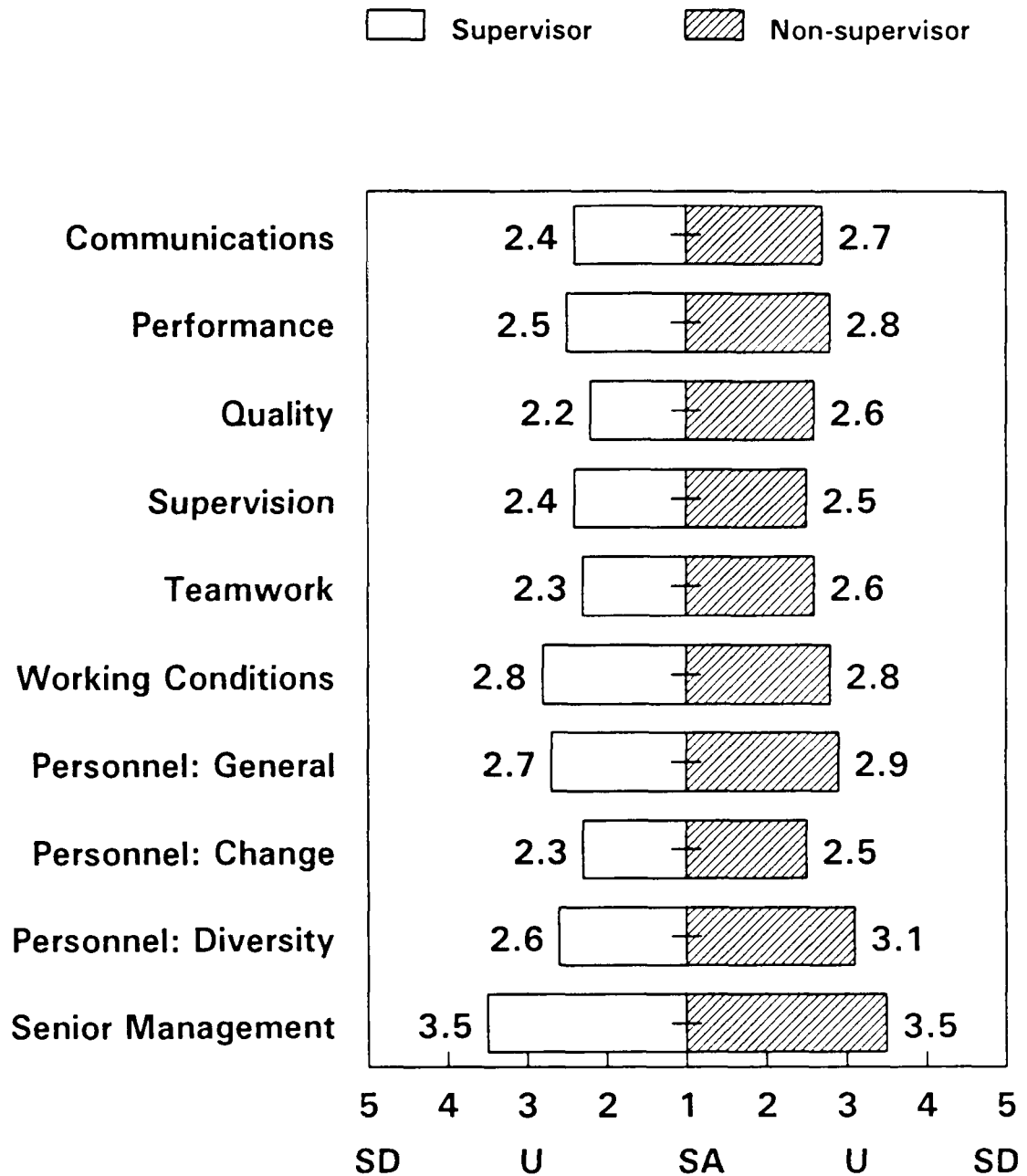
Comparison of Mean Ratings For Major Categories By Two Age Groups Graph 4



Comparison of Mean Ratings For Major Categories By Length of Employment Graph 5



Comparison of Mean Ratings For Major Categories By Supervisory Role Graph 6



EPA REGION VII

demographics by female/male
(N=431)

Col%	RESPONDENT'S SEX		TOTAL
	FEMALE	MALE	

ETHNIC BACKGROUND

WHITE	78.0	95.4	86.3
NON-WHITE	22.0	4.6	13.7

AGE

UNDER 30	11.9	8.6	10.3
30-44	63.0	48.5	56.1
45 PLUS	25.1	42.9	33.6

TIME IN REGION VII

< 3 YEARS	24.5	17.7	21.2
3 TO 8 YEARS	40.0	37.9	39.3
9 OR MORE	35.5	44.4	39.5

POSITION

SUPERVISORY	10.9	20.2	15.1
NON-SUPERVISORY	89.1	79.8	84.9

EPA REGION VII

demographics by supervisory status
(N=431)

Col%	POSITION		TOTAL
	SUPERVISORY	NON-SUPERVISORY	
=====			
ETHNIC BACKGROUND			

WHITE	95.2	84.6	86.3
NON-WHITE	4.8	15.4	13.7
RESPONDENT'S SEX			

FEMALE	37.5	55.5	52.6
MALE	62.5	44.5	47.4
AGE			

UNDER 30	0.0	12.2	10.3
30-44	51.6	56.8	56.1
45 PLUS	48.4	31.0	33.6
TIME IN REGION VII			

< 3 YEARS	4.7	24.2	21.2
3 TO 8 YEARS	32.8	40.6	39.3
9 OR MORE	62.5	35.2	39.5

Communications

Number of Questions:

11 questions (Q1, Q3, Q6, Q7, Q8, Q36, Q46, Q48, Q49, Q53, Q54)

- All questions requested a rating.
- Two questions (Q6 and Q54), however, had a scale for which low scores could imply a "problem area;" this was in contrast to most questions for which "low" scores were positive.

Major Observations

The highest average Communication rating was given by "Supervisory" personnel. The lowest were given by "non-white" employees.

- 42% disagree that there is an atmosphere of open, informal and honest communication (Q1)
- 74% agree that they are allowed to discuss openly difficult issues or problems which affect their jobs (Q3).
- There is a range of opinion concerning whether information communicated to them is selective (Q6).

Differences By Race

"Non-whites" were more likely to feel that some information was withheld from them (Q6). They also were less likely to agree that their opinions were encouraged and respected (Q7), and less likely to agree that they had access to the information they needed to do the job (Q8).

Differences By Sex

Females were more likely to feel that some information was withheld from them (Q6). They were less likely to feel that they could be direct and honest with their supervisors, and less likely to feel comfortable discussing new assignments with their supervisors (Q53).

Males were more likely to give "uncertain" ratings to "Supervisor gives me clear directions" although the mean ratings for Q49 were similar for both males and females.

Females were more likely to indicate that "conflicts and disagreements" were usually ignored in their sections.

Differences By Length of Employment

Persons who had been employed less than three years were more likely to agree that there was an atmosphere of open, informal, and honest communication (Q1). Persons who have been employed 3 to 8 years were more likely to disagree with this statement.

This pattern of response continued when employees indicated their level of agreement with "information that is communicated to me is very selective. People withhold information" (Q6). Persons employed 3 to 8 years were more likely to agree with this statement.

Differences by Supervisory Role

Supervisory persons generally gave more positive responses than did non-supervisory persons on four of the 11 questions. Non-supervisory persons tended to be more likely to feel that information was withheld from them (Q6), and that conflicts and disagreements were ignored in their section (Q54).

Non-supervisory persons were less likely to agree that their opinions were encouraged and respected (Q7), and less likely to agree that conflicts were honestly discussed and resolved in their section.

Interpretation Note:

Questions 6 and 54 had "reversed" ratings; more specifically, a low rating could indicate a "problem area," while a high rating could indicate "not a problem area." When the overall means for the Communication Subgroup were calculated, these responses were reversed so that the means would more accurately reflect the rating for Communications. On the individual graphs, however, the actual scaling is used and an asterisk is shown to remind the reader that the scaling was reversed.

Comparison of Mean Ratings For Communications By Major Subgroups Graph 7



EPA REGION VII COMMUNICATION

Question 1: Atmosphere of open, informal and honest communication
(N=431)

Row%	Q1 COMMUNICATION				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	2.6	34.4	21.4	31.1	10.6
ETHNIC BACKGROUND					
WHITE	2.6	35.3	19.8	33.6	8.6
NON-WHITE	1.8	35.7	25.0	21.4	16.1
RESPONDENT'S SEX					
FEMALE	2.3	29.4	22.9	32.6	12.8
MALE	2.6	41.3	18.9	29.6	7.7
AGE					
UNDER 30	0.0	35.7	28.6	31.0	4.8
30-44	3.0	34.1	19.4	31.5	12.1
45 PLUS	2.2	37.0	20.3	31.2	9.4
TIME IN REGION VII					
< 3 YEARS	4.5	39.8	29.5	20.5	5.7
3 TO 8 YEARS	1.2	31.3	18.4	35.0	14.1
9 OR MORE	2.5	36.2	18.4	33.1	9.8
POSITION					
SUPERVISORY	4.8	41.3	15.9	31.7	6.3
NON-SUPERVISORY	2.0	33.9	22.0	30.8	11.3

EPA REGION VII COMMUNICATION

Question 3: Allowed to openly discuss issues that affect our jobs
(N=431)

Row%	Q3 OPEN DISCUSSION				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	28.8	45.0	8.7	11.8	5.7
ETHNIC BACKGROUND					

WHITE	30.5	46.0	7.5	10.9	5.2
NON-WHITE	18.2	41.8	12.7	20.0	7.3
RESPONDENT'S SEX					

FEMALE	26.3	44.2	10.6	11.5	7.4
MALE	31.6	46.4	6.1	12.2	3.6
AGE					

UNDER 30	22.0	56.1	9.8	9.8	2.4
30-44	29.9	44.6	9.1	10.0	6.5
45 PLUS	29.7	42.8	7.2	15.2	5.1
TIME IN REGION VII					

< 3 YEARS	29.5	43.2	13.6	12.5	1.1
3 TO 8 YEARS	30.2	40.7	8.0	13.0	8.0
9 OR MORE	26.4	51.5	6.1	9.8	6.1
POSITION					

SUPERVISORY	33.3	47.6	3.2	14.3	1.6
NON-SUPERVISORY	27.5	45.0	9.3	11.6	6.5

EPA REGION VII COMMUNICATION

Question 6: Information communicated to me is very selective
(N=431)

Row%	Q6 WITHHOLD INFO				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
----	14.3	33.9	20.8	26.4	4.7
ETHNIC BACKGROUND					

WHITE	12.8	34.5	19.1	29.1	4.6
NON-WHITE	19.6	30.4	30.4	12.5	7.1
RESPONDENT'S SEX					

FEMALE	17.7	36.8	20.0	20.5	5.0
MALE	10.2	30.5	21.3	33.5	4.6
AGE					

UNDER 30	14.3	26.2	35.7	23.8	0.0
30-44	15.9	35.2	17.6	27.0	4.3
45 PLUS	11.5	32.4	21.6	27.3	7.2
TIME IN REGION VII					

< 3 YEARS	13.6	29.5	21.6	33.0	2.3
3 TO 8 YEARS	19.5	33.5	23.2	22.0	1.8
9 OR MORE	9.7	35.8	18.2	27.3	9.1
POSITION					

SUPERVISORY	6.3	27.0	14.3	39.7	12.7
NON-SUPERVISORY	15.7	34.7	21.8	24.4	3.4

EPA REGION VII COMMUNICATION

Question 7: I feel my opinions are encouraged and respected
(N=431)

Row%	Q7 MY OPINIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	11.0	49.4	17.6	18.7	3.3
ETHNIC BACKGROUND					
WHITE	11.4	51.4	18.6	16.6	2.0
NON-WHITE	10.7	44.6	10.7	23.2	10.7
RESPONDENT'S SEX					
FEMALE	10.5	46.8	16.8	21.8	4.1
MALE	12.2	53.6	18.4	13.8	2.0
AGE					
UNDER 30	7.1	54.8	16.7	21.4	0.0
30-44	12.0	48.9	18.0	17.6	3.4
45 PLUS	11.6	50.7	17.4	16.7	3.6
TIME IN REGION VII					
< 3 YEARS	11.4	56.8	19.3	12.5	0.0
3 TO 8 YEARS	9.8	46.3	19.5	21.3	3.0
9 OR MORE	12.8	49.4	15.2	17.7	4.9
POSITION					
SUPERVISORY	22.2	50.8	14.3	12.7	0.0
NON-SUPERVISORY	9.3	49.7	18.3	19.1	3.7

EPA REGION VII COMMUNICATION

Question 8: I feel I have access to information I need to do my job
(N=431)

Row%	Q8 INFO FOR JOB				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	15.5	60.1	11.5	11.3	1.6
ETHNIC BACKGROUND					
WHITE	16.3	61.1	10.0	11.7	0.9
NON-WHITE	12.7	58.2	14.5	7.3	7.3
RESPONDENT'S SEX					
FEMALE	14.7	59.2	11.9	11.9	2.3
MALE	17.3	61.4	10.2	10.2	1.0
AGE					
UNDER 30	9.8	68.3	12.2	9.8	0.0
30-44	14.6	60.5	12.4	10.3	2.1
45 PLUS	20.1	56.8	8.6	12.9	1.4
TIME IN REGION VII					
< 3 YEARS	9.2	62.1	19.5	8.0	1.1
3 TO 8 YEARS	18.3	59.1	8.5	13.4	0.6
9 OR MORE	17.1	60.4	9.1	10.4	3.0
POSITION					
SUPERVISORY	22.2	60.3	12.7	3.2	1.6
NON-SUPERVISORY	14.6	60.6	10.7	12.4	1.7

EPA REGION VII COMMUNICATION

Question 36: I feel that I can be direct and honest with my supervisor
(N=431)

Row%	Q36 HONEST WITH SUPER				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	22.0	46.0	12.4	12.1	7.5
ETHNIC BACKGROUND					

WHITE	22.4	47.4	11.1	11.9	7.1
NON-WHITE	21.4	42.9	10.7	14.3	10.7
RESPONDENT'S SEX					

FEMALE	24.5	40.5	11.8	12.7	10.5
MALE	19.3	53.8	11.7	11.2	4.1
AGE					

UNDER 30	16.3	58.1	7.0	11.6	7.0
30-44	24.9	42.5	12.0	11.6	9.0
45 PLUS	19.6	50.7	12.3	12.3	5.1
TIME IN REGION VII					

< 3 YEARS	20.2	50.6	12.4	11.2	5.6
3 TO 8 YEARS	27.0	38.7	11.0	12.9	10.4
9 OR MORE	18.2	52.1	12.1	11.5	6.1
POSITION					

SUPERVISORY	22.2	49.2	11.1	12.7	4.8
NON-SUPERVISORY	21.8	46.2	11.8	12.0	8.1

EPA REGION VII COMMUNICATION

Question 46: Conflicts honestly discussed and resolved in my section
(N=431)

Row%	Q46 CONFLICTS DISCUSSED				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	7.2	40.0	24.5	18.2	10.0
ETHNIC BACKGROUND					
WHITE	8.0	41.2	23.6	17.9	9.4
NON-WHITE	5.4	37.5	26.8	19.6	10.7
RESPONDENT'S SEX					
FEMALE	7.3	35.2	23.3	22.8	11.4
MALE	7.1	46.0	25.3	13.6	8.1
AGE					
UNDER 30	2.3	48.8	18.6	18.6	11.6
30-44	6.8	39.7	25.2	17.5	10.7
45 PLUS	9.5	39.4	24.1	19.0	8.0
TIME IN REGION VII					
< 3 YEARS	2.2	43.8	28.1	16.9	9.0
3 TO 8 YEARS	8.5	37.8	19.5	20.1	14.0
9 OR MORE	8.5	40.2	27.4	17.1	6.7
POSITION					
SUPERVISORY	12.5	60.9	14.1	4.7	7.8
NON-SUPERVISORY	6.2	36.5	25.8	20.8	10.7

EPA REGION VII COMMUNICATION

Question 48: My supervisor gives me clear directions
(N=431)

Row%	Q48 CLEAR DIRECTIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	9.7	48.2	16.4	20.2	5.5
ETHNIC BACKGROUND					

WHITE	9.6	47.4	17.4	20.1	5.5
NON-WHITE	10.7	50.0	12.5	19.6	7.1
RESPONDENT'S SEX					

FEMALE	10.7	47.9	14.0	20.0	7.4
MALE	8.2	48.7	19.5	20.0	3.6
AGE					

UNDER 30	7.3	43.9	19.5	22.0	7.3
30-44	10.0	50.2	16.0	18.2	5.6
45 PLUS	9.6	46.7	17.0	21.5	5.2
TIME IN REGION VII					

< 3 YEARS	10.2	51.1	17.0	17.0	4.5
3 TO 8 YEARS	11.8	41.0	20.5	19.9	6.8
9 OR MORE	6.8	55.3	12.4	20.5	5.0
POSITION					

SUPERVISORY	6.5	50.0	12.9	24.2	6.5
NON-SUPERVISORY	10.0	48.1	17.1	19.4	5.4

EPA REGION VII COMMUNICATION

Question 49: My supervisor gives me timely directions
(N=431)

Row%	Q49 TIMELY DIRECTIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	8.6	49.9	18.3	18.3	5.0
ETHNIC BACKGROUND					

WHITE	8.1	49.1	20.1	17.4	5.2
NON-WHITE	8.9	57.1	7.1	21.4	5.4
RESPONDENT'S SEX					

FEMALE	9.3	51.2	12.6	19.5	7.4
MALE	7.2	48.7	24.6	16.9	2.6
AGE					

UNDER 30	7.3	53.7	17.1	14.6	7.3
30-44	8.2	51.5	17.7	17.3	5.2
45 PLUS	8.9	46.7	20.0	20.0	4.4
TIME IN REGION VII					

< 3 YEARS	8.0	55.7	18.2	13.6	4.5
3 TO 8 YEARS	9.9	42.2	21.7	19.3	6.8
9 OR MORE	6.8	55.9	14.9	18.6	3.7
POSITION					

SUPERVISORY	6.5	46.8	21.0	21.0	4.8
NON-SUPERVISORY	8.5	50.7	17.7	17.9	5.1

EPA REGION VII COMMUNICATION

Question 53: Am comfortable discussing new assignments with supervisor
(N=431)

Row%	Q53 NEW ASSIGNMENTS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	15.5	61.0	8.6	10.5	4.5
ETHNIC BACKGROUND					
WHITE	16.6	61.0	8.1	10.2	4.1
NON-WHITE	10.9	65.5	5.5	9.1	9.1
RESPONDENT'S SEX					
FEMALE	19.1	55.3	7.4	11.2	7.0
MALE	11.9	68.0	9.3	8.8	2.1
AGE					
UNDER 30	9.5	66.7	9.5	11.9	2.4
30-44	18.3	57.8	8.7	9.6	5.7
45 PLUS	13.4	65.7	7.5	9.7	3.7
TIME IN REGION VII					
< 3 YEARS	16.9	57.3	10.1	11.2	4.5
3 TO 8 YEARS	15.0	63.1	8.1	9.4	4.4
9 OR MORE	15.6	61.9	7.5	10.0	5.0
POSITION					
SUPERVISORY	14.5	64.5	4.8	11.3	4.8
NON-SUPERVISORY	15.7	60.6	8.9	10.3	4.6

EPA REGION VII COMMUNICATION

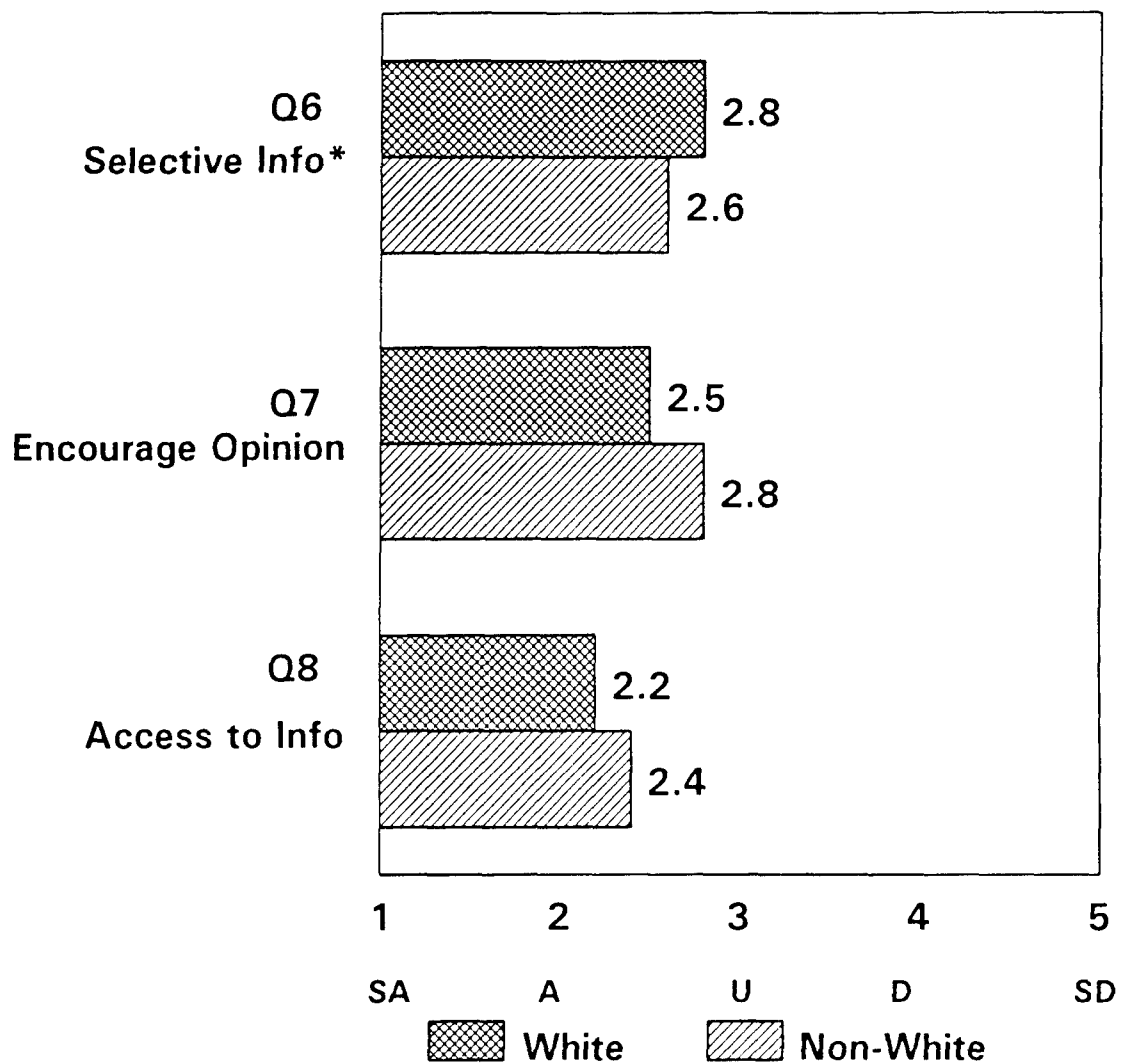
Question 54: Conflicts and disagreements usually ignored in my section
(N=431)

Row%	Q54 CONFLICTS IGNORED				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	5.7	23.0	21.1	43.1	7.2
ETHNIC BACKGROUND					
WHITE	5.5	22.4	20.3	44.5	7.3
NON-WHITE	7.4	25.9	22.2	35.2	9.3
RESPONDENT'S SEX					
FEMALE	8.4	25.2	20.6	37.4	8.4
MALE	3.1	19.6	21.6	49.5	6.2
AGE					
UNDER 30	7.1	19.0	23.8	45.2	4.8
30-44	6.1	22.1	20.3	44.6	6.9
45 PLUS	5.3	23.5	22.0	40.2	9.1
TIME IN REGION VII					
< 3 YEARS	8.0	23.9	26.1	38.6	3.4
3 TO 8 YEARS	5.0	23.8	16.9	43.8	10.6
9 OR MORE	5.7	20.1	22.6	45.3	6.3
POSITION					
SUPERVISORY	3.2	11.3	8.1	66.1	11.3
NON-SUPERVISORY	6.3	24.7	23.3	39.1	6.6

Communications: By Race

Means for Q6, Q7 and Q8

Graph 8

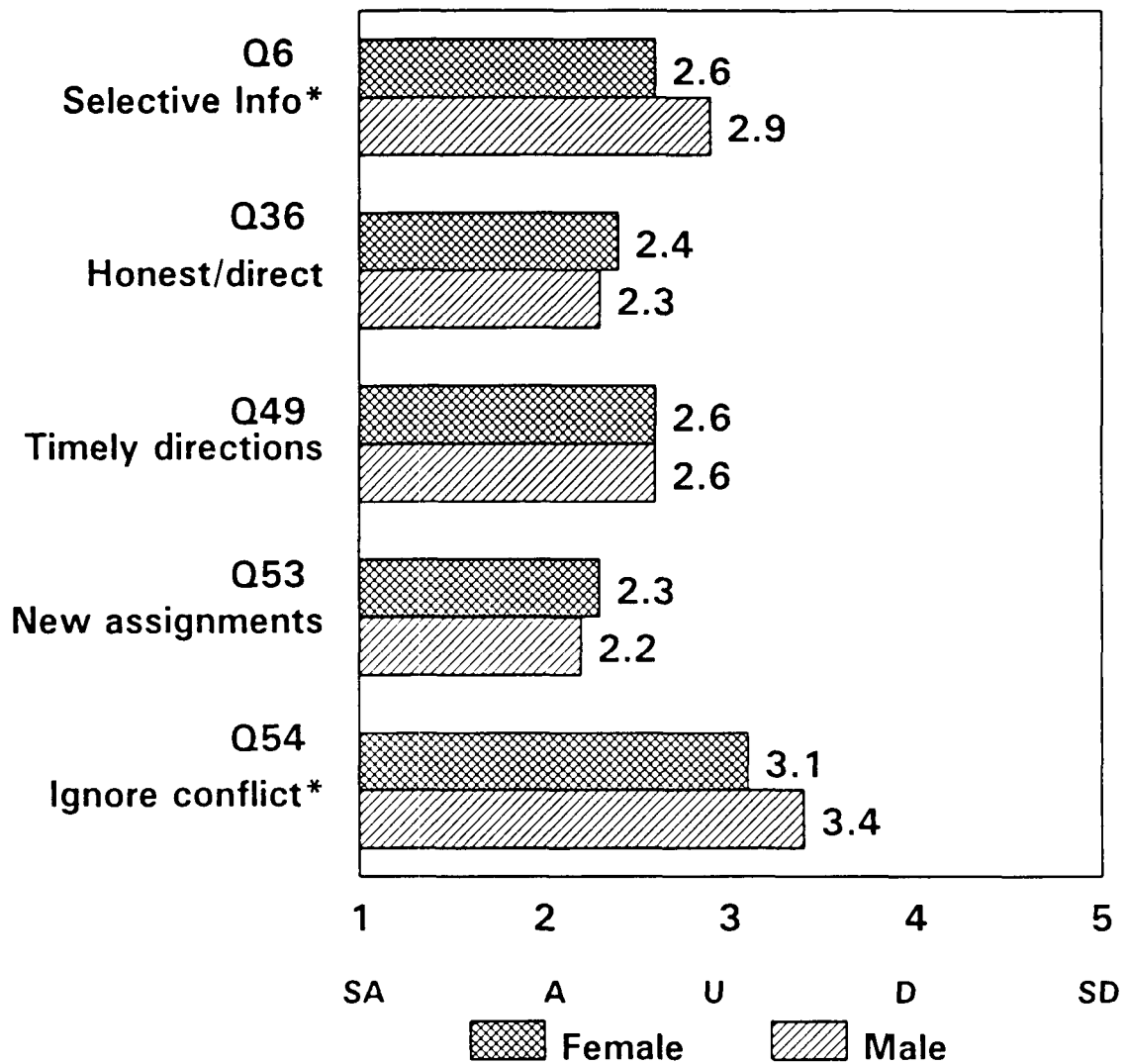


* Low score indicates "problem area."
Only questions with significant
Chi-squares are shown.

Communications: By Sex

Means for Q6, Q36, Q49, Q53 and Q54

Graph 9

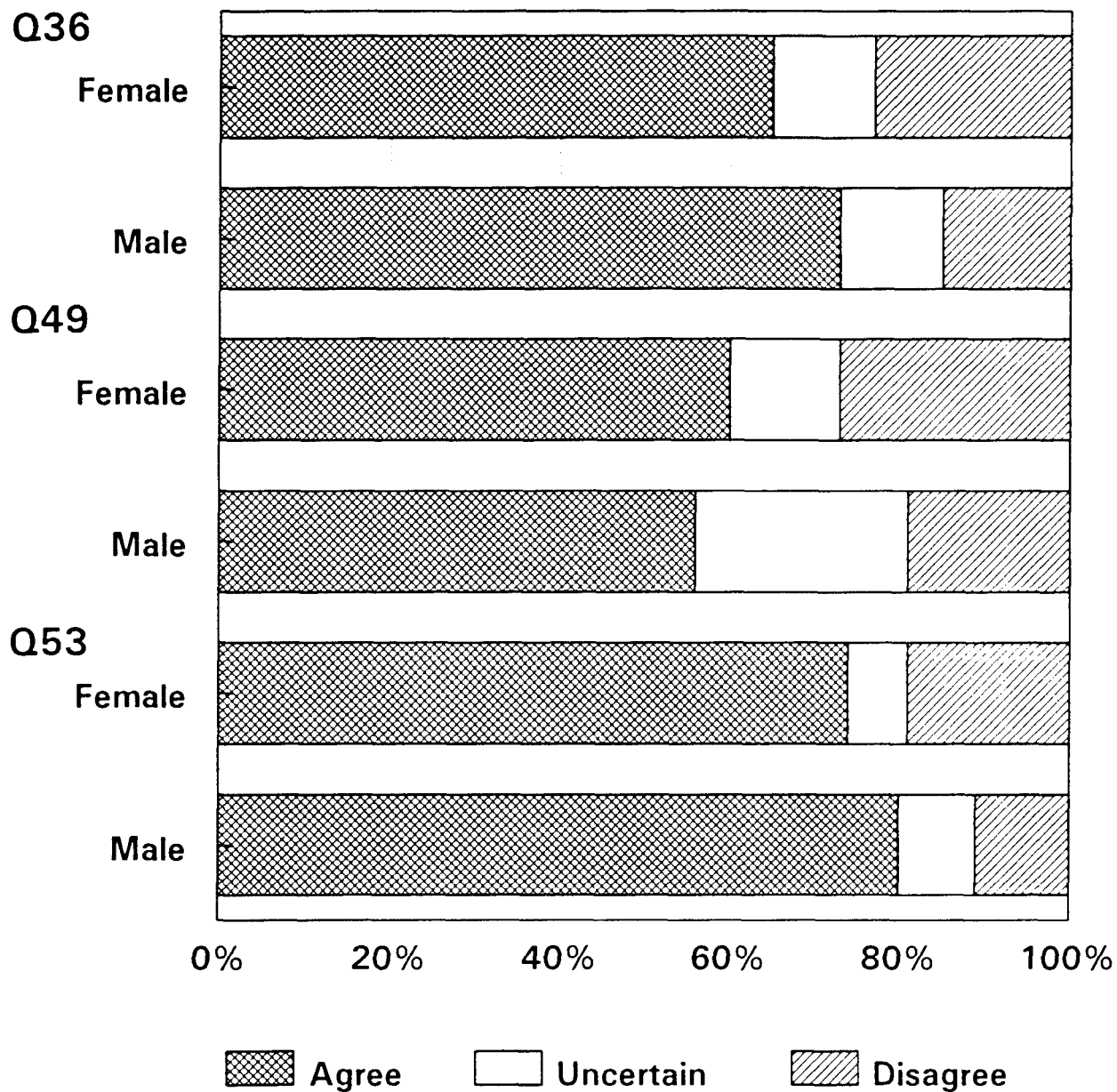


* Low score indicates "problem area."
Only questions with significant
Chi-squares are shown.

Communications: By Sex

Distributions For Q36, Q49, and Q53

Graph 10

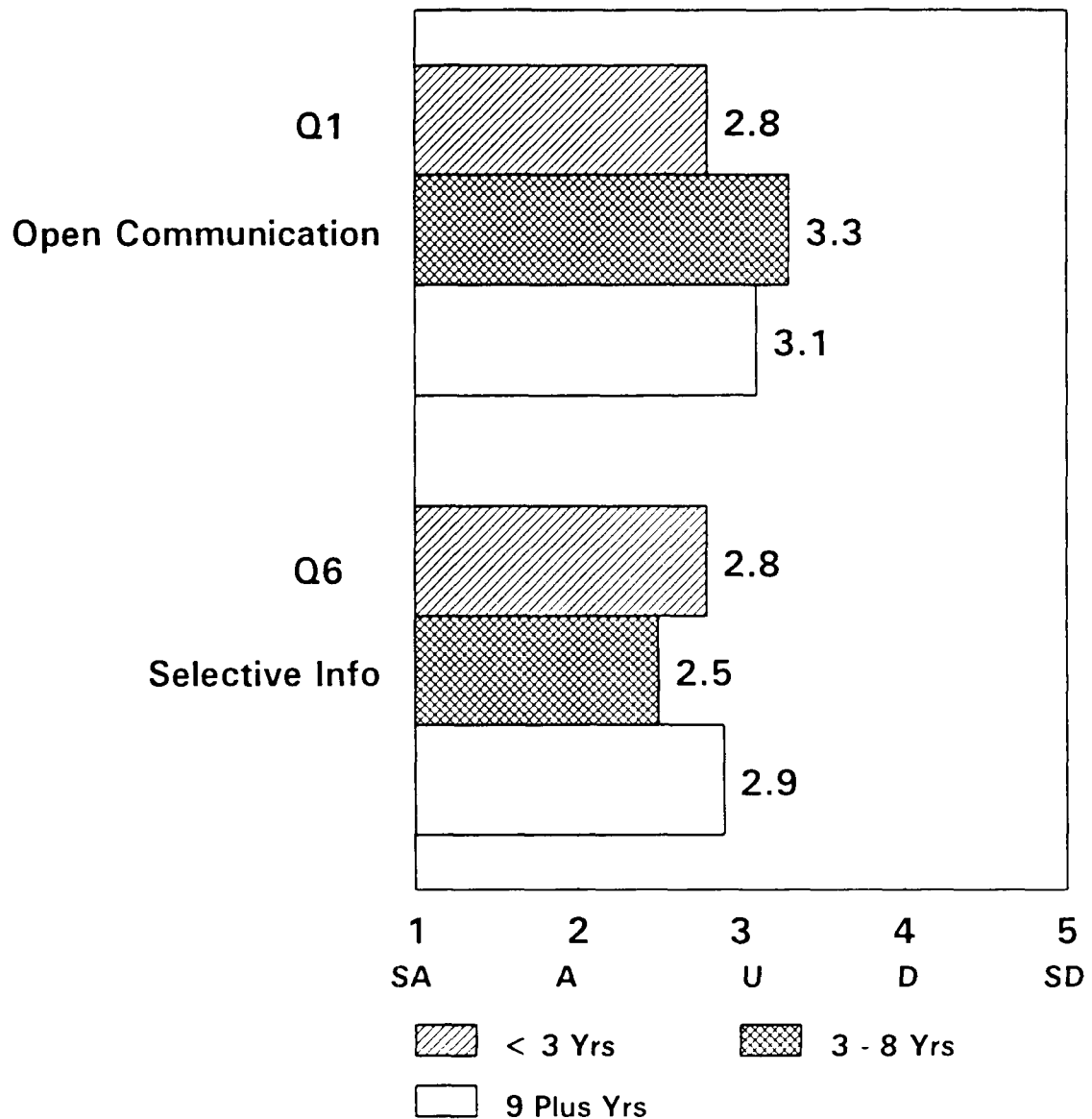


Only questions with similar means and significant Chi-squares are shown.

Communications: By Years Employed

Means for Q1 and Q6

Graph 11

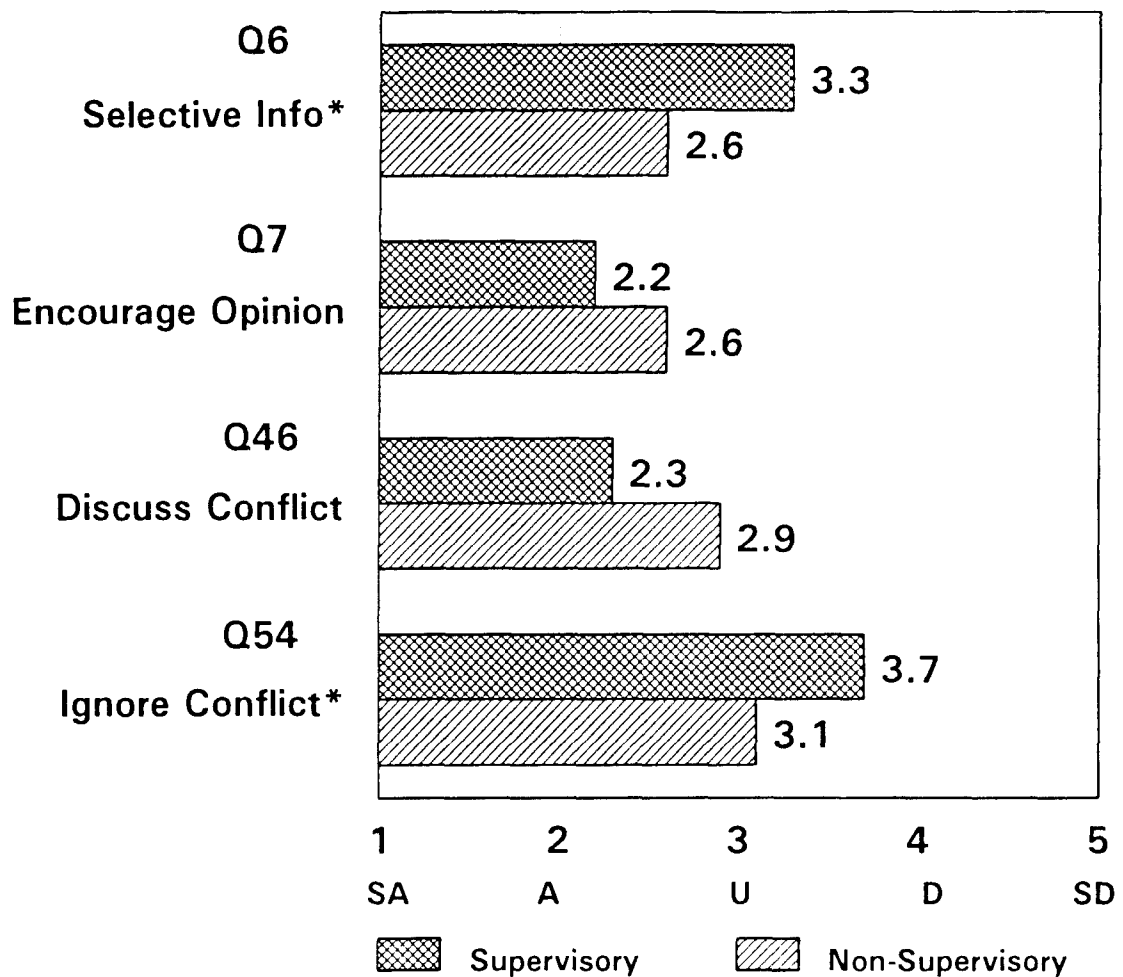


Only questions with significant
Chi-squares are shown.

Communications: By Supervisory Role

Means for Q6, Q7, Q46, and Q54

Graph 12



* Low score indicates "problem area."
Only questions with significant
Chi-squares are shown.

Performance

Number of Questions:

8 questions (Q9, Q13, Q15, Q16, Q22, Q61, Q62, and Q70)

- All questions except Q13 requested a rating.
- One question (Q9) had a scale for which low scores could imply a "problem area;" this was in contrast to most questions for which "low" scores were positive.
- Question 13 requested one of two alternative responses.

Major Observations

The highest Performance rating was given by "Supervisory" staff; the lowest was given by "non-white" employees.

Differences By Race

Non-whites were less likely than whites to agree that outstanding achievements were rewarded in their department (Q22). They expressed stronger disagreement that good performance was rewarded through pay or promotion (Q70).

Differences By Sex

Females were more likely than males to express some level of disagreement that most people are concerned with following established rules and regulations (Q16).

Females were more likely than males to respond to both extremes "strongly agree" and "strongly disagree" that outstanding achievements were rewarded in their departments (Q22). Females were also more likely to respond to both extremes that they were satisfied with their job (Q61). Females expressed more disagreement that good performance was rewarded through pay or promotion (Q70).

Differences By Age

Persons at least 30 tended to express disagreement that good performance was rewarded through pay or promotion (Q70).

Differences By Length of Employment

Persons employed at least 9 years were more likely to agree that they have sufficient authority to solve the routine situations and/or problems of their jobs (Q15). They were also more likely to agree that when problems occurred in their sections that people spend their time looking for constructive solutions instead of someone to blame (Q62).

Differences By Supervisory Role

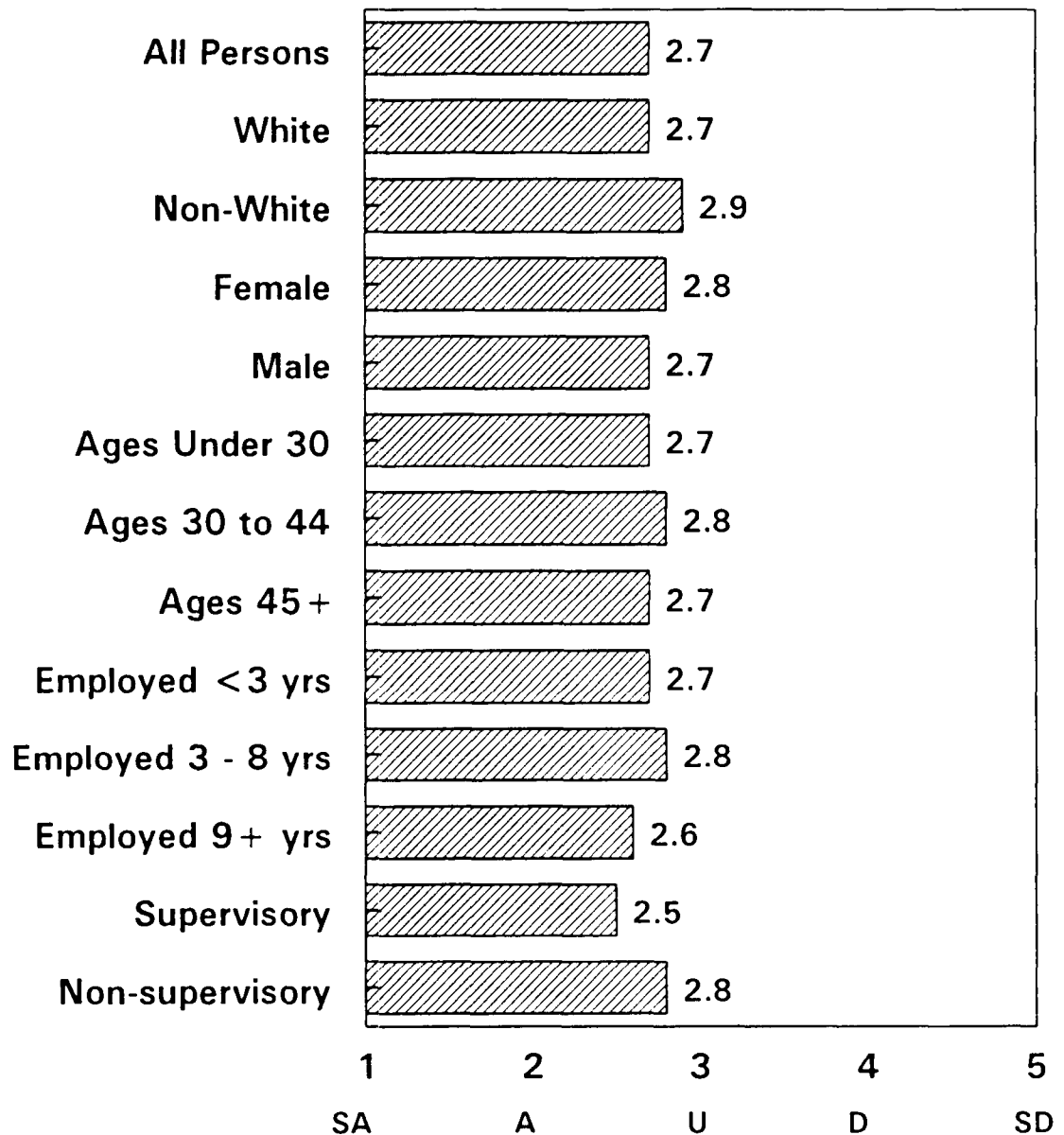
Non-supervisors would like to have more influence about their assigned tasks are completed (Q9).

Supervisors gave stronger levels of agreement that they have sufficient authority to solve the routine situations and/or problems of their jobs (Q15).

Non-supervisors gave stronger levels of disagreement that good performance is rewarded through pay or promotions (Q70).

Comparison of Mean Ratings For Performance By Major Subgroups

Graph 13



EPA REGION VII PERFORMANCE

Question 9: I would like more influence on how I complete my tasks
(N=431)

Row%	Q9 COMPLETE MY TASKS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	13.0	42.7	12.7	27.1	4.5
ETHNIC BACKGROUND					

WHITE	11.7	41.7	12.3	29.4	4.9
NON-WHITE	17.0	49.1	13.2	17.0	3.8
RESPONDENT'S SEX					

FEMALE	13.0	43.1	12.5	27.3	4.2
MALE	13.2	41.1	12.2	28.4	5.1
AGE					

UNDER 30	14.6	41.5	14.6	29.3	0.0
30-44	12.6	42.9	12.1	28.1	4.3
45 PLUS	13.0	40.6	12.3	27.5	6.5
TIME IN REGION VII					

< 3 YEARS	11.6	44.2	11.6	31.4	1.2
3 TO 8 YEARS	17.8	40.5	14.1	23.9	3.7
9 OR MORE	9.1	42.1	12.2	29.3	7.3
POSITION					

SUPERVISORY	9.5	34.9	7.9	38.1	9.5
NON-SUPERVISORY	13.9	43.1	13.6	25.8	3.7

EPA REGION VII PERFORMANCE

Question 13: I know clearly what results are expected of me in my job
(N=431)

Row%	Q13 KNOW RESULTS EXPECTED	
	YES	NO
=====		
TOTAL		

	69.0	31.0
ETHNIC BACKGROUND		

WHITE	69.4	30.6
NON-WHITE	72.7	27.3
RESPONDENT'S SEX		

FEMALE	68.2	31.8
MALE	70.1	29.9
AGE		

UNDER 30	67.5	32.5
30-44	67.0	33.0
45 PLUS	73.9	26.1
TIME IN REGION VII		

< 3 YEARS	65.1	34.9
3 TO 8 YEARS	63.6	36.4
9 OR MORE	77.3	22.7
POSITION		

SUPERVISORY	76.2	23.8
NON-SUPERVISORY	68.1	31.9

EPA REGION VII PERFORMANCE

Question 15: I have sufficient authority to solve routine situations
(N=431)

Row%	Q15 SUFFICIENT AUTHORITY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	18.3	54.8	9.6	13.1	4.2
ETHNIC BACKGROUND					

WHITE	19.4	57.0	8.3	11.7	3.7
NON-WHITE	18.2	41.8	16.4	14.5	9.1
RESPONDENT'S SEX					

FEMALE	19.2	52.1	10.5	12.8	5.5
MALE	18.3	57.9	8.6	12.2	3.0
AGE					

UNDER 30	19.5	56.1	4.9	14.6	4.9
30-44	18.5	54.1	11.2	12.0	4.3
45 PLUS	19.4	55.4	8.6	12.2	4.3
TIME IN REGION VII					

< 3 YEARS	12.6	54.0	11.5	20.7	1.1
3 TO 8 YEARS	16.5	51.8	12.8	11.6	7.3
9 OR MORE	24.2	58.8	5.5	8.5	3.0
POSITION					

SUPERVISORY	31.7	52.4	3.2	9.5	3.2
NON-SUPERVISORY	16.3	55.1	10.7	13.5	4.5

EPA REGION VII PERFORMANCE

Question 16: Most people in Region VII concerned with following rules
(N=431)

Row%	Q16 FOLLOW RULES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	9.2	56.5	17.3	13.0	4.0
ETHNIC BACKGROUND					
WHITE	8.4	59.7	16.1	13.0	2.9
NON-WHITE	10.9	43.6	23.6	14.5	7.3
RESPONDENT'S SEX					
FEMALE	8.8	50.5	18.1	16.2	6.5
MALE	8.7	63.8	16.8	9.2	1.5
AGE					
UNDER 30	5.1	59.0	25.6	7.7	2.6
30-44	10.4	55.0	15.6	14.3	4.8
45 PLUS	7.2	59.7	17.3	12.2	3.6
TIME IN REGION VII					
< 3 YEARS	8.2	57.6	12.9	15.3	5.9
3 TO 8 YEARS	11.0	50.9	20.2	11.7	6.1
9 OR MORE	6.7	62.2	16.5	13.4	1.2
POSITION					
SUPERVISORY	6.5	66.1	17.7	8.1	1.6
NON-SUPERVISORY	9.1	55.2	17.0	14.2	4.5

EPA REGION VII PERFORMANCE

Question 22: Outstanding achievements are rewarded in my department
(N=431)

Row%	Q22 REWARD ACHIEVEMENTS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	12.8	38.3	19.9	20.6	8.5
ETHNIC BACKGROUND					
WHITE	12.9	39.0	20.1	21.8	6.3
NON-WHITE	11.3	41.5	13.2	15.1	18.9
RESPONDENT'S SEX					
FEMALE	15.3	37.0	17.6	18.1	12.0
MALE	10.7	40.8	21.4	22.4	4.6
AGE					
UNDER 30	7.3	51.2	22.0	14.6	4.9
30-44	13.0	35.9	19.5	21.2	10.4
45 PLUS	15.3	39.4	19.0	19.7	6.6
TIME IN REGION VII					
< 3 YEARS	15.1	43.0	23.3	12.8	5.8
3 TO 8 YEARS	10.5	37.0	21.0	22.8	8.6
9 OR MORE	14.6	37.2	16.5	22.0	9.8
POSITION					
SUPERVISORY	20.6	44.4	14.3	17.5	3.2
NON-SUPERVISORY	11.6	37.5	20.5	21.0	9.4

EPA REGION VII PERFORMANCE

Question 61: I am satisfied with my job at Region VII
(N=431)

Row%	Q61 SATISFIED WITH JOB				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	14.7	59.2	11.8	10.9	3.3
ETHNIC BACKGROUND					
WHITE	15.3	59.8	12.1	10.7	2.0
NON-WHITE	14.3	60.7	10.7	7.1	7.1
RESPONDENT'S SEX					
FEMALE	18.0	58.5	9.7	9.2	4.6
MALE	11.8	60.5	14.4	12.3	1.0
AGE					
UNDER 30	7.1	71.4	7.1	14.3	0.0
30-44	16.9	57.1	12.6	10.0	3.5
45 PLUS	14.7	58.8	12.5	11.0	2.9
TIME IN REGION VII					
< 3 YEARS	14.6	59.6	14.6	9.0	2.2
3 TO 8 YEARS	10.6	60.6	12.5	13.8	2.5
9 OR MORE	19.8	57.4	9.9	9.3	3.7
POSITION					
SUPERVISORY	19.4	62.9	8.1	9.7	0.0
NON-SUPERVISORY	14.2	58.5	12.5	11.1	3.7

EPA REGION VII PERFORMANCE

Question 62: People look for constructive solutions
(N=431)

Row%	Q62 CONSTRUCTIVE SOLUTIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	5.7	44.8	27.1	16.2	6.2
ETHNIC BACKGROUND					
WHITE	6.1	45.9	26.2	16.3	5.5
NON-WHITE	5.4	42.9	32.1	16.1	3.6
RESPONDENT'S SEX					
FEMALE	5.1	43.1	28.7	17.1	6.0
MALE	6.7	46.9	25.8	14.9	5.7
AGE					
UNDER 30	7.1	35.7	31.0	19.0	7.1
30-44	3.5	45.4	26.6	17.5	7.0
45 PLUS	9.6	47.1	27.2	12.5	3.7
TIME IN REGION VII					
< 3 YEARS	2.2	41.6	37.1	14.6	4.5
3 TO 8 YEARS	6.3	39.9	24.7	20.9	8.2
9 OR MORE	7.4	51.9	24.1	12.3	4.3
POSITION					
SUPERVISORY	11.3	50.0	21.0	11.3	6.5
NON-SUPERVISORY	4.9	43.7	28.3	17.1	6.0

EPA REGION VII PERFORMANCE

Question 70: Good performance is rewarded through pay or promotion
(N=431)

Row%	Q70 PERFORMANCE REWARDED				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	3.5	29.0	22.2	32.6	12.6
ETHNIC BACKGROUND					

WHITE	3.1	31.4	21.4	33.7	10.3
NON-WHITE	7.1	19.6	25.0	25.0	23.2
RESPONDENT'S SEX					

FEMALE	5.9	26.0	20.5	29.2	18.3
MALE	1.0	33.0	24.9	34.5	6.6
AGE					

UNDER 30	2.3	41.9	37.2	16.3	2.3
30-44	3.9	28.4	19.0	33.2	15.5
45 PLUS	3.6	27.5	23.2	34.1	11.6
TIME IN REGION VII					

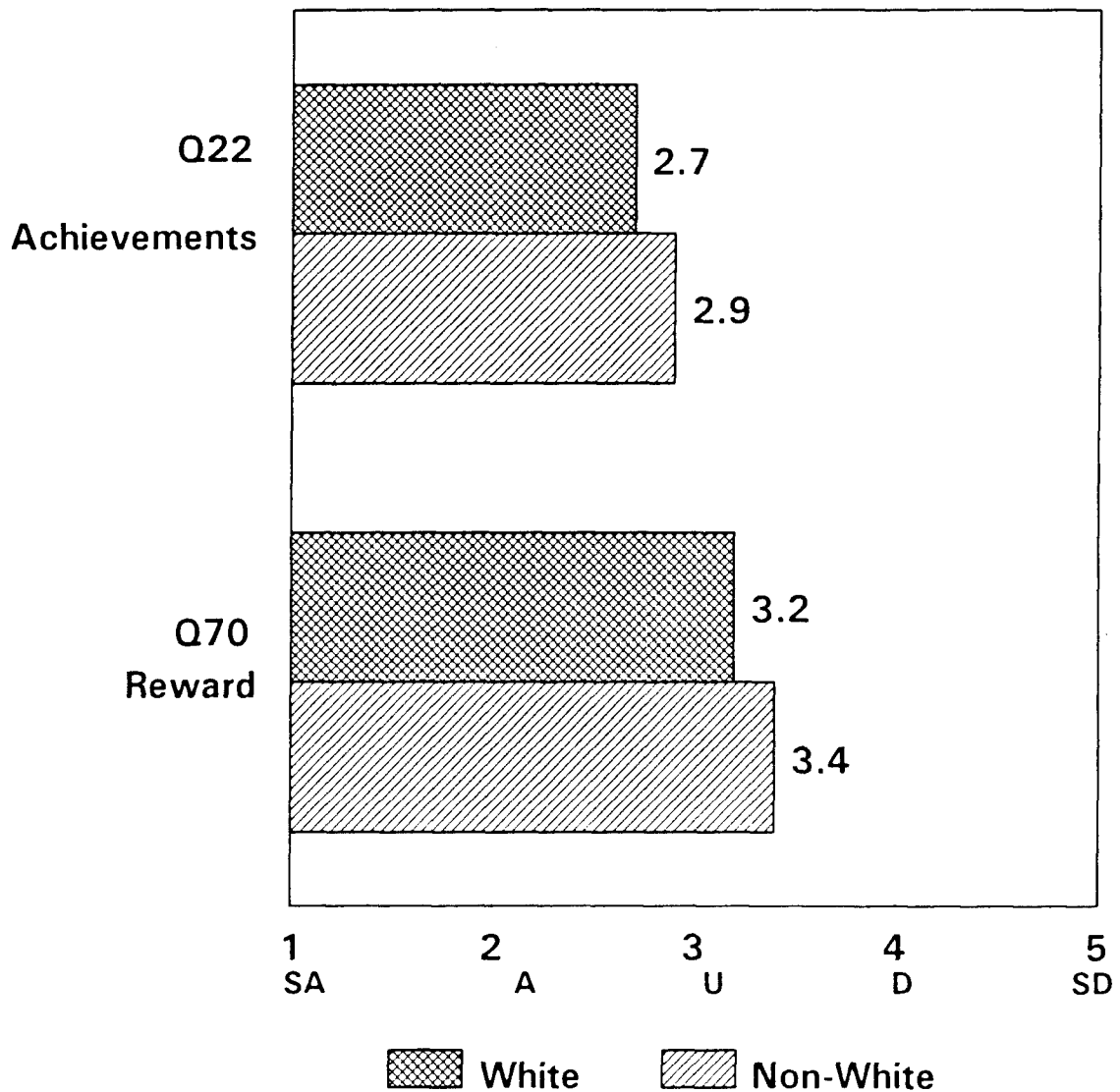
< 3 YEARS	1.1	33.7	30.3	29.2	5.6
3 TO 8 YEARS	4.9	27.0	22.1	29.4	16.6
9 OR MORE	3.7	29.3	18.3	36.6	12.2
POSITION					

SUPERVISORY	3.1	45.3	18.8	28.1	4.7
NON-SUPERVISORY	3.7	26.5	23.1	33.0	13.8

Performance: By Race

Means for Q22 and Q70

Graph 14

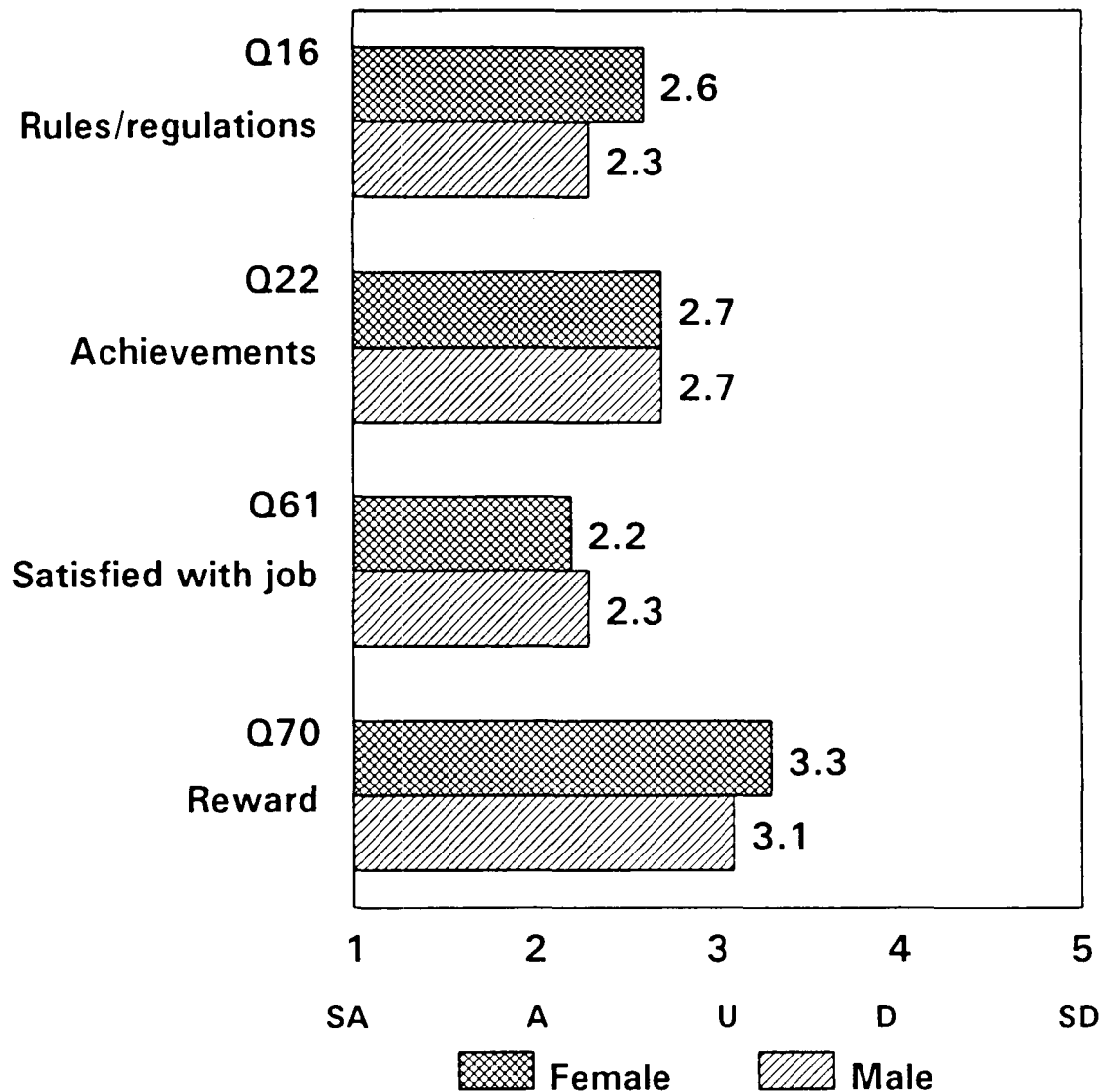


Only questions with significant
Chi-squares are shown.

Performance: By Sex

Means for Q16, Q22, Q61 and Q70

Graph 15

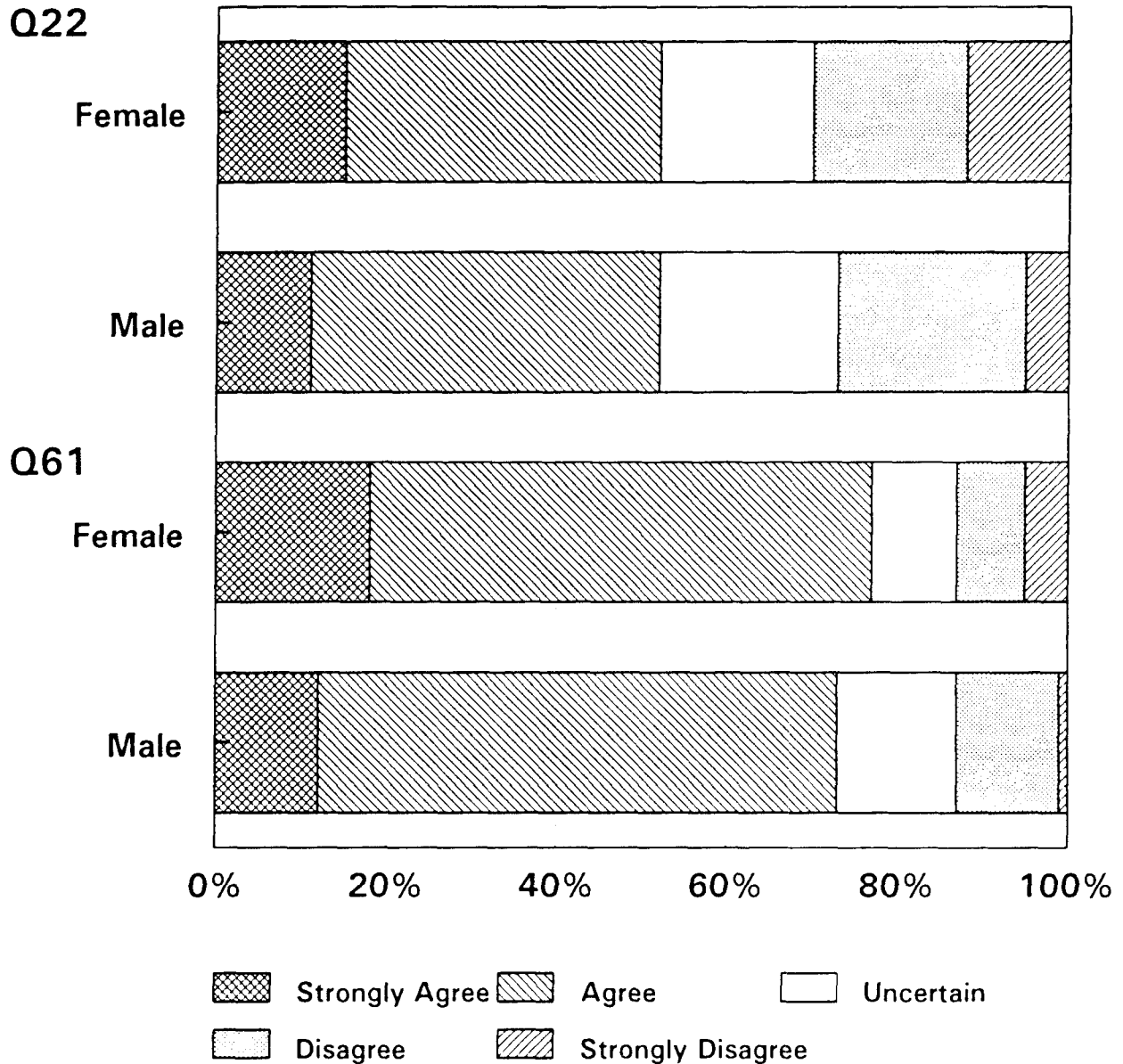


Only questions with significant
Chi-squares are shown.

Performance: By Sex

Distributions For Q22, and Q61

Graph 16

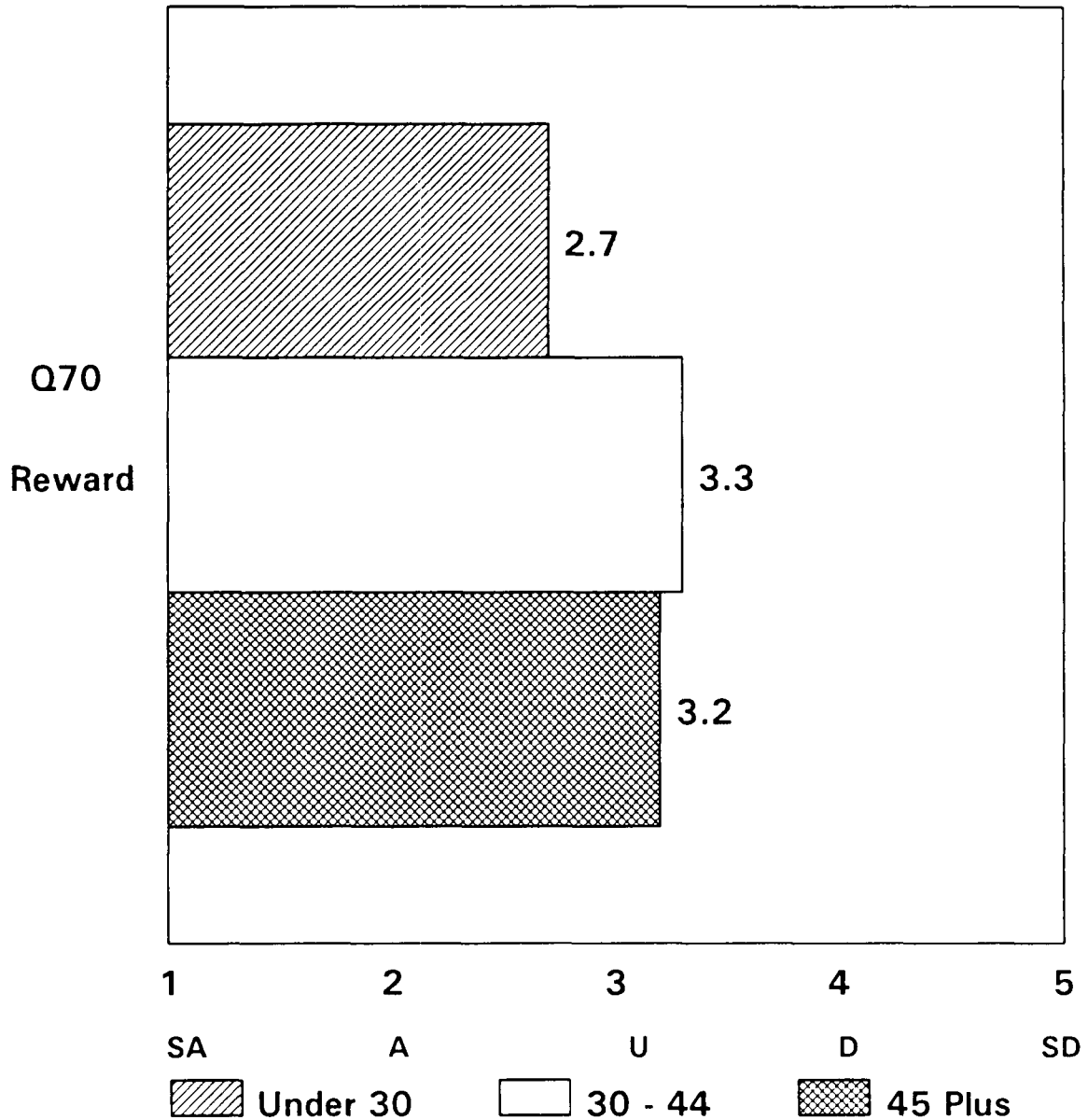


Only questions with similar means and significant Chi-squares are shown.

Performance: By Age

Means for Q70

Graph 17

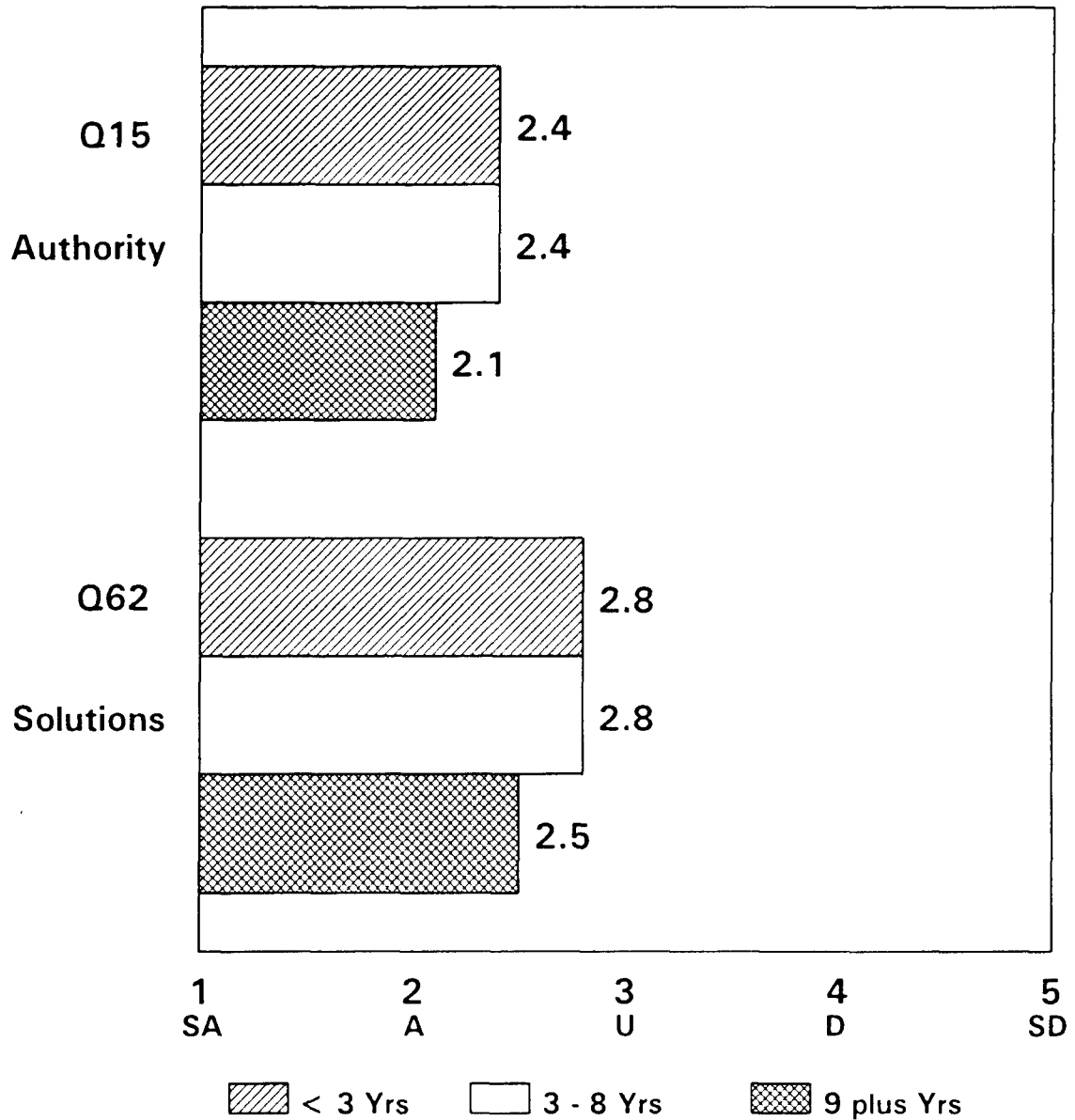


Only questions with significant
Chi-squares are shown.

Performance: By Years Employed

Means for Q15 and Q 62

Graph 18

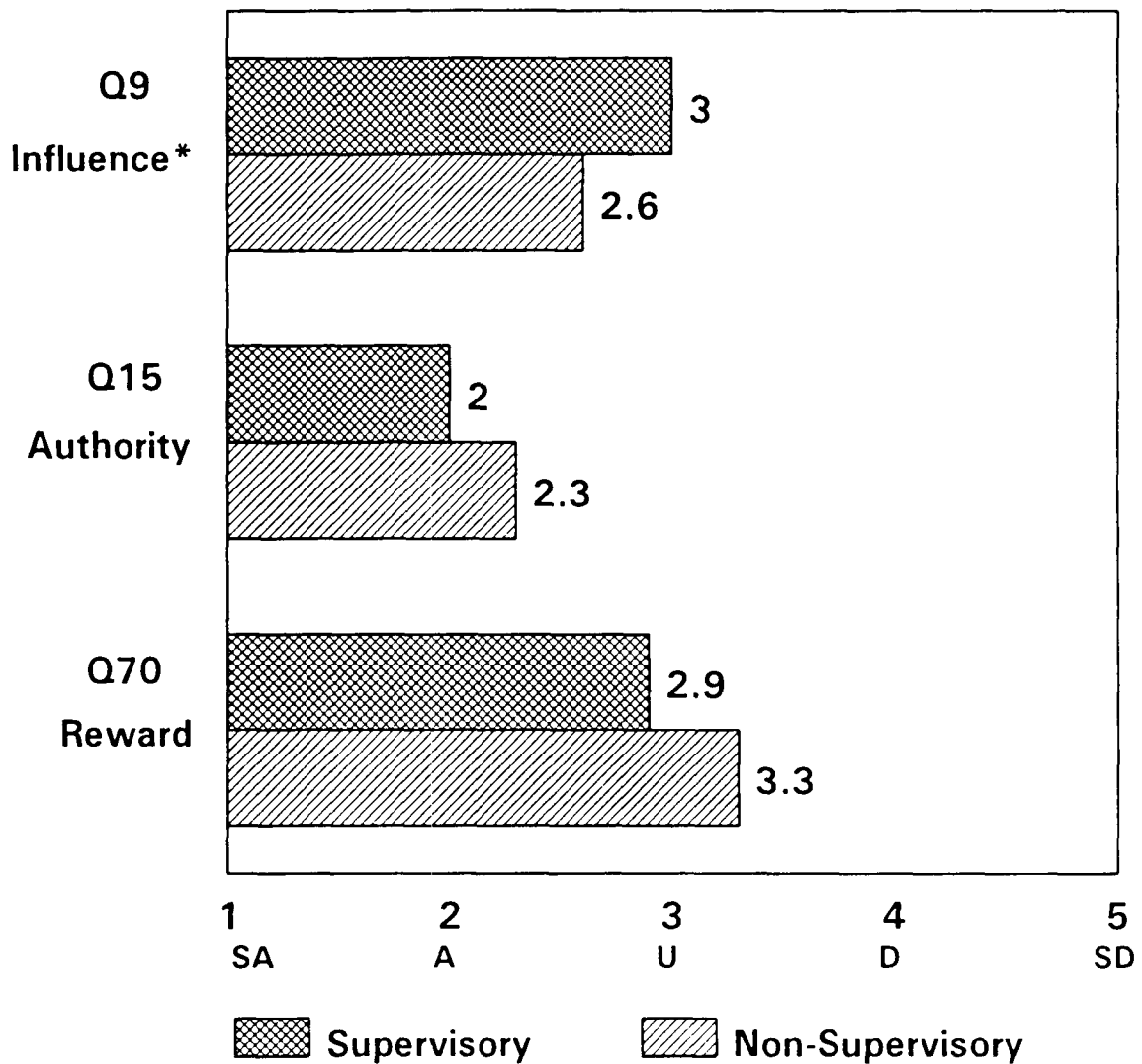


Only questions with significant
Chi-squares are shown.

Performance: By Supervisory Role

Means for Q9, Q15 and Q70

Graph 19



* Low score may indicate "problem area."
Only questions with significant
Chi-squares are shown.

Quality

Number of Questions:

10 questions (Q12, Q17, Q19, Q20, Q21, Q23, Q24, Q25, Q27, Q28)

- All questions except Q17 requested a rating.
- Question 17 requested one of three specific choices.

Primary Level of Impediments

The majority of employees felt that "Senior Management" was the primary level at which impediments occurred that impacted the accomplishment of EPA's mission (Q17).

First level supervisors and managers were considered the primary impediment more frequently by non-whites, persons under age 30 and persons employed less than 9 years.

Major Observations

The highest Quality rating was given by "Supervisory" staff.

Differences By Sex

Females were more likely than males to indicate that they were "uncertain" that quality improvement efforts have made a positive impact on Region VII (Q28).

Differences By Age

Persons at least age 30 had a higher level of agreement that they knew who their internal customers were (Q23) and who their external customers were (Q24).

Persons, ages 30 to 44, had a higher level of disagreement that there were incentives to encourage workers to do excellent, high quality work beyond the level of just doing enough to get by (Q27).

Persons, at least age 45, had a higher level of disagree that the quality improvement efforts have made a positive impact on Region VII (Q28).

Differences By Years Employment

Persons employed at least 9 years tended to have higher levels of agreement that they understood the mission of EPA (Q21), that they knew who their internal customers were (Q23), and that there were incentives to encourage workers to do excellent, high quality work beyond the level of just doing enough to get by (Q27).

Differences By Supervisory Role

Supervisory staff gave higher levels of agreement that people in Region VII are encouraged to be creative and innovative (Q12), that they were encouraged to analyze the tasks that they do and make recommendations to being more efficient (Q19), that they understood the mission of EPA (Q21), knew who their internal customers were (Q23), that they knew who their external customers were (Q24), and that there were incentives to encourage workers to do excellent, high quality work beyond the level of just doing enough to get by (Q27).

Comparison of Mean Ratings For Quality By Major Subgroups

Graph 20



EPA REGION VII QUALITY

Question 12: People in Region VII are encouraged to be creative
(N=431)

Row%	Q12 ENCOURAGE CREATIVITY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	6.5	38.6	21.5	27.1	6.3
ETHNIC BACKGROUND					
WHITE	7.4	37.6	21.7	28.2	5.1
NON-WHITE	3.6	44.6	21.4	19.6	10.7
RESPONDENT'S SEX					
FEMALE	7.7	37.3	20.9	26.8	7.3
MALE	5.6	41.1	22.3	26.4	4.6
AGE					
UNDER 30	2.4	38.1	28.6	28.6	2.4
30-44	7.3	37.8	20.6	27.0	7.3
45 PLUS	7.2	40.3	21.6	25.9	5.0
TIME IN REGION VII					
< 3 YEARS	4.5	42.0	23.9	25.0	4.5
3 TO 8 YEARS	6.1	33.5	21.3	30.5	8.5
9 OR MORE	8.5	42.4	20.0	24.2	4.8
POSITION					
SUPERVISORY	14.3	52.4	11.1	19.0	3.2
NON-SUPERVISORY	5.3	36.4	23.5	28.0	6.7

EPA REGION VII QUALITY

Question 17: Level at which impediments to accomplish mission occur
(N=431)

Row%	Q17 IMPEDIMENT LEVEL		
	FIRST LEVEL	SECOND LEVEL	SENIOR MGMT
=====			
TOTAL			
-----	15.7	17.7	66.6
ETHNIC BACKGROUND			

WHITE	15.1	14.8	70.1
NON-WHITE	20.0	30.0	50.0
RESPONDENT'S SEX			

FEMALE	16.4	18.9	64.7
MALE	15.3	15.9	68.8
AGE			

UNDER 30	25.0	35.0	40.0
30-44	15.2	14.7	70.0
45 PLUS	14.5	16.8	68.7
TIME IN REGION VII			

< 3 YEARS	17.5	25.0	57.5
3 TO 8 YEARS	20.5	17.3	62.2
9 OR MORE	11.0	13.0	76.0
POSITION			

SUPERVISORY	11.9	10.2	78.0
NON-SUPERVISORY	16.8	18.9	64.4

EPA REGION VII QUALITY

Question 19: Encouraged to analyze tasks and make recommendations
(N=431)

Row%	Q19 ANALYZE TASKS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	15.4	50.5	11.1	20.6	2.4
ETHNIC BACKGROUND					

WHITE	15.8	50.4	11.5	20.3	2.0
NON-WHITE	13.5	48.1	7.7	26.9	3.8
RESPONDENT'S SEX					

FEMALE	15.9	49.1	10.3	22.0	2.8
MALE	15.7	51.8	11.2	19.3	2.0
AGE					

UNDER 30	7.3	51.2	14.6	24.4	2.4
30-44	17.8	50.9	8.3	20.4	2.6
45 PLUS	15.3	48.9	13.9	19.7	2.2
TIME IN REGION VII					

< 3 YEARS	14.1	50.6	14.1	18.8	2.4
3 TO 8 YEARS	13.5	52.1	9.2	23.3	1.8
9 OR MORE	19.0	49.1	10.4	18.4	3.1
POSITION					

SUPERVISORY	29.7	46.9	4.7	18.8	0.0
NON-SUPERVISORY	12.9	51.4	12.0	20.9	2.9

EPA REGION VII QUALITY

Question 20: Taking risks to improve performance is encouraged
(N=431)

Row%	Q20 RISKS ENCOURAGED				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	5.4	30.7	25.5	29.1	9.2
ETHNIC BACKGROUND					

WHITE	5.2	31.5	25.8	28.7	8.9
NON-WHITE	7.5	28.3	24.5	28.3	11.3
RESPONDENT'S SEX					

FEMALE	7.0	31.6	24.7	26.5	10.2
MALE	4.1	30.5	26.4	31.5	7.6
AGE					

UNDER 30	4.9	31.7	26.8	29.3	7.3
30-44	5.6	30.3	27.7	24.2	12.1
45 PLUS	5.8	32.8	21.9	35.0	4.4
TIME IN REGION VII					

< 3 YEARS	5.8	32.6	30.2	24.4	7.0
3 TO 8 YEARS	4.9	29.6	24.1	30.9	10.5
9 OR MORE	6.1	31.1	25.0	29.3	8.5
POSITION					

SUPERVISORY	9.4	37.5	25.0	25.0	3.1
NON-SUPERVISORY	4.8	29.9	25.6	29.6	10.0

EPA REGION VII QUALITY

Question 21: I understand the mission of EPA
(N=431)

Row%	Q21 UNDERSTAND MISSION				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	21.7	53.8	17.5	5.7	1.4
ETHNIC BACKGROUND					
WHITE	22.3	56.0	14.9	5.4	1.4
NON-WHITE	22.6	45.3	24.5	5.7	1.9
RESPONDENT'S SEX					
FEMALE	23.1	53.2	17.6	5.1	0.9
MALE	20.8	53.8	16.8	6.6	2.0
AGE					
UNDER 30	14.6	53.7	22.0	9.8	0.0
30-44	20.3	53.0	17.7	6.9	2.2
45 PLUS	27.7	54.0	14.6	2.9	0.7
TIME IN REGION VII					
< 3 YEARS	14.0	51.2	24.4	9.3	1.2
3 TO 8 YEARS	21.5	51.5	20.2	6.1	0.6
9 OR MORE	26.8	57.3	10.4	3.0	2.4
POSITION					
SUPERVISORY	35.9	56.3	7.8	0.0	0.0
NON-SUPERVISORY	19.3	53.4	18.8	6.8	1.7

EPA REGION VII QUALITY

Question 23: I know who my internal customers are
(N=431)

Row%	Q23 INTERNAL CUSTOMERS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	24.0	64.6	7.1	3.8	0.5
ETHNIC BACKGROUND					

WHITE	24.2	65.4	6.1	4.0	0.3
NON-WHITE	22.6	64.2	7.5	3.8	1.9
RESPONDENT'S SEX					

FEMALE	26.8	63.4	5.2	4.2	0.5
MALE	22.3	65.5	8.1	3.6	0.5
AGE					

UNDER 30	12.5	62.5	15.0	7.5	2.5
30-44	24.8	63.5	7.0	4.3	0.4
45 PLUS	28.5	66.4	2.9	2.2	0.0
TIME IN REGION VII					

< 3 YEARS	22.4	55.3	14.1	7.1	1.2
3 TO 8 YEARS	22.4	67.7	5.0	5.0	0.0
9 OR MORE	28.0	65.9	4.3	1.2	0.6
POSITION					

SUPERVISORY	40.6	54.7	1.6	3.1	0.0
NON-SUPERVISORY	21.2	66.8	7.4	4.0	0.6

EPA REGION VII QUALITY

Question 24: I know who my external customers are
(N=431)

Row%	Q24 EXTERNAL CUSTOMERS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	24.2	58.7	10.9	5.2	1.0
ETHNIC BACKGROUND					

WHITE	24.8	59.7	9.5	5.2	0.9
NON-WHITE	18.9	54.7	17.0	7.5	1.9
RESPONDENT'S SEX					

FEMALE	27.2	53.5	10.8	7.5	0.9
MALE	21.8	64.0	10.2	3.0	1.0
AGE					

UNDER 30	12.2	61.0	14.6	12.2	0.0
30-44	24.8	53.5	13.9	6.5	1.3
45 PLUS	28.7	65.4	3.7	1.5	0.7
TIME IN REGION VII					

< 3 YEARS	21.2	52.9	16.5	8.2	1.2
3 TO 8 YEARS	23.6	58.4	11.8	5.6	0.6
9 OR MORE	28.0	61.0	6.1	3.7	1.2
POSITION					

SUPERVISORY	39.1	53.1	4.7	3.1	0.0
NON-SUPERVISORY	22.1	59.6	11.5	5.7	1.1

EPA REGION VII QUALITY

Question 25: I understand my customers' needs
(N=431)

Row%	Q25 UNDERSTAND NEEDS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	14.6	59.3	19.6	5.0	1.4
ETHNIC BACKGROUND					

WHITE	15.1	58.1	20.3	4.9	1.5
NON-WHITE	13.2	64.2	13.2	7.5	1.9
RESPONDENT'S SEX					

FEMALE	18.9	55.2	17.9	6.1	1.9
MALE	10.8	63.6	20.5	4.1	1.0
AGE					

UNDER 30	9.8	51.2	29.3	7.3	2.4
30-44	15.8	55.7	21.5	5.3	1.8
45 PLUS	15.6	66.7	12.6	4.4	0.7
TIME IN REGION VII					

< 3 YEARS	15.3	55.3	20.0	7.1	2.4
3 TO 8 YEARS	12.6	58.5	22.0	4.4	2.5
9 OR MORE	17.2	62.0	16.0	4.9	0.0
POSITION					

SUPERVISORY	19.4	59.7	16.1	3.2	1.6
NON-SUPERVISORY	14.1	59.2	19.8	5.5	1.4

EPA REGION VII QUALITY

Question 27: There are incentives in Region VII to encourage workers
(N=431)

Row%	Q27 INCENTIVES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	5.7	30.9	23.5	32.1	7.8
ETHNIC BACKGROUND					

WHITE	5.5	30.7	24.4	32.8	6.6
NON-WHITE	9.4	32.1	20.8	24.5	13.2
RESPONDENT'S SEX					

FEMALE	6.5	28.0	22.9	33.6	8.9
MALE	5.1	35.0	23.9	29.4	6.6
AGE					

UNDER 30	2.4	36.6	26.8	34.1	0.0
30-44	4.8	29.4	20.3	34.2	11.3
45 PLUS	8.8	32.4	27.9	26.5	4.4
TIME IN REGION VII					

< 3 YEARS	3.5	36.0	25.6	29.1	5.8
3 TO 8 YEARS	3.1	29.2	19.3	39.8	8.7
9 OR MORE	9.8	30.5	26.2	25.6	7.9
POSITION					

SUPERVISORY	12.5	32.8	26.6	25.0	3.1
NON-SUPERVISORY	4.6	31.1	22.9	32.9	8.6

EPA REGION VII QUALITY

Question 28: Quality improvement efforts have made positive impact
(N=431)

Row%	Q28 QUALITY IMPROVEMENTS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
----	3.5	29.2	38.1	20.9	8.2
ETHNIC BACKGROUND					

WHITE	3.4	29.9	37.3	21.4	8.0
NON-WHITE	3.7	27.8	42.6	20.4	5.6
RESPONDENT'S SEX					

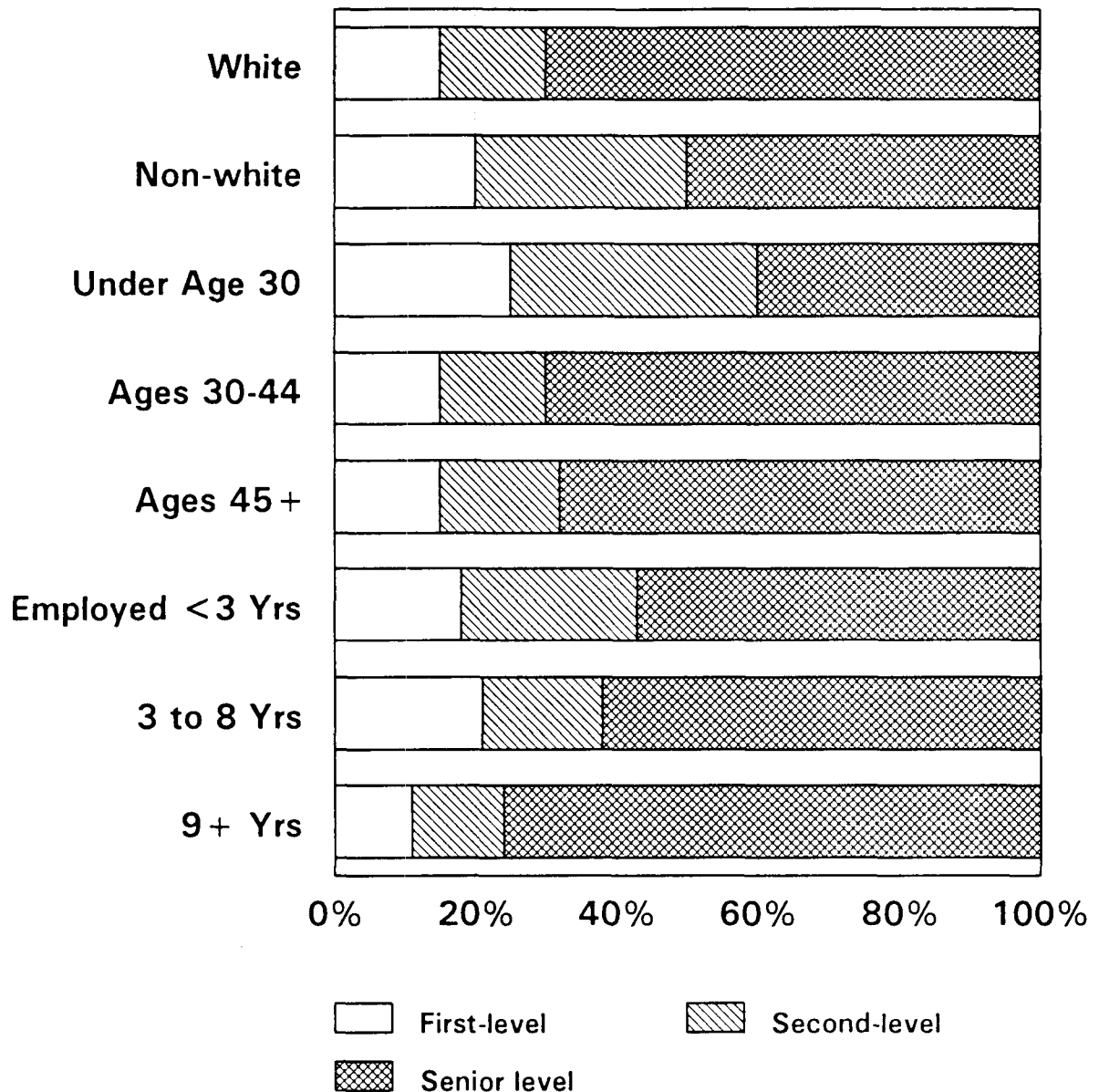
FEMALE	3.7	24.5	44.0	19.4	8.3
MALE	3.5	35.4	31.3	22.7	7.1
AGE					

UNDER 30	0.0	40.5	54.8	4.8	0.0
30-44	3.9	29.3	37.9	20.3	8.6
45 PLUS	4.4	27.0	32.8	27.0	8.8
TIME IN REGION VII					

< 3 YEARS	3.4	33.3	44.8	13.8	4.6
3 TO 8 YEARS	2.5	29.4	35.0	22.1	11.0
9 OR MORE	4.9	27.4	37.2	23.8	6.7
POSITION					

SUPERVISORY	6.3	34.4	32.8	20.3	6.3
NON-SUPERVISORY	3.1	28.6	38.5	21.2	8.5

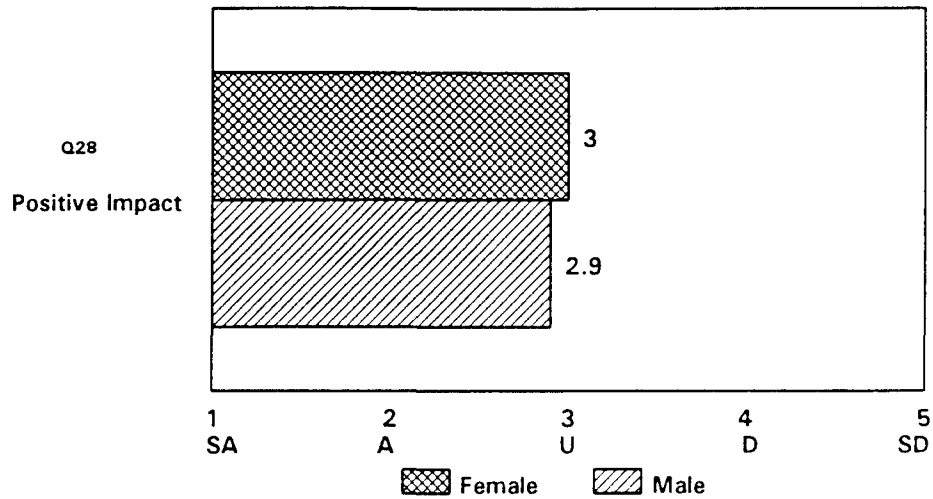
Quality: Primary Level Where Impediments Occur (Q17) By Major Classifications Graph 21



Quality: By Sex

Mean for Q28

Graph 22

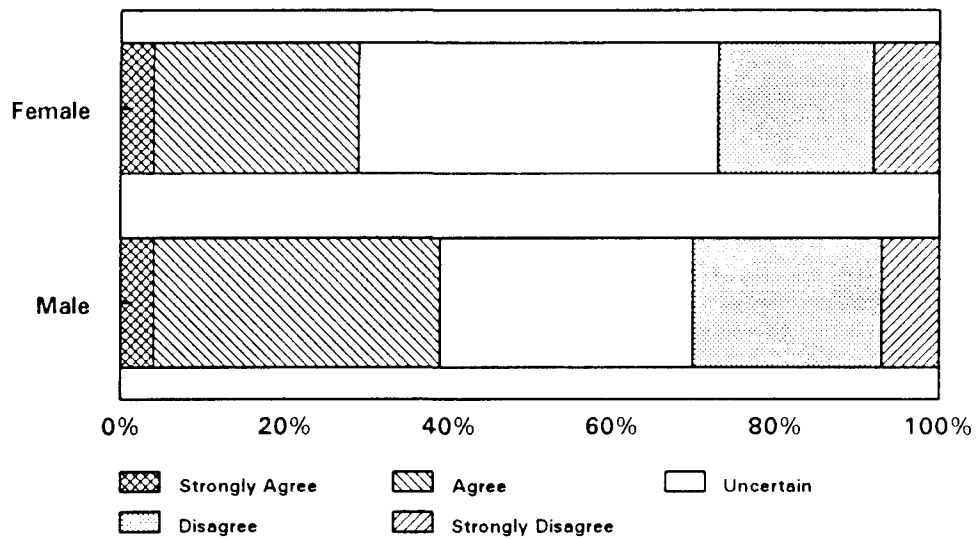


Only questions with significant
Chi-squares are shown.

Quality: By Sex

Distribution For Q28

Graph 23

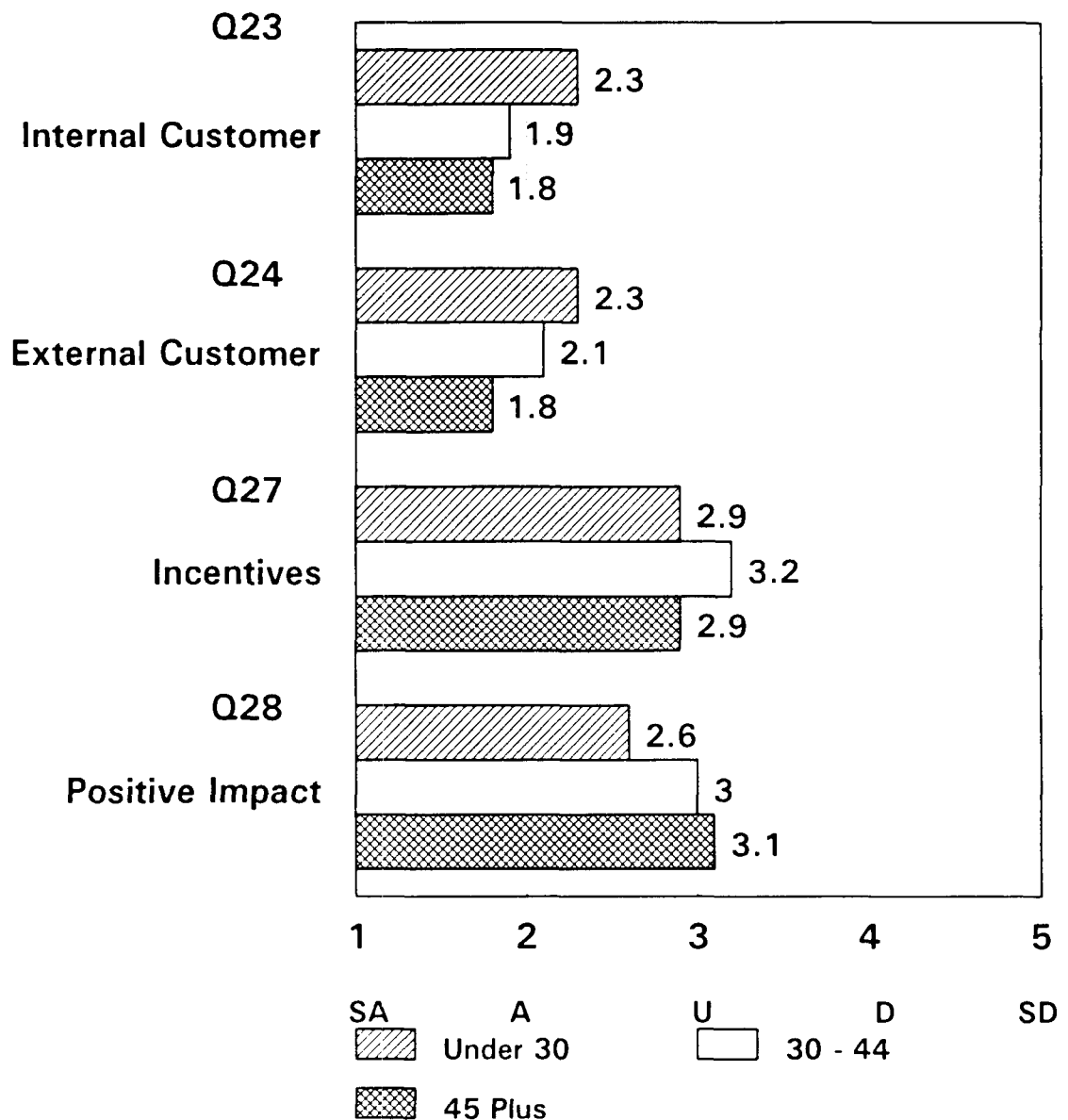


Only questions with similar means and
significant Chi-squares are shown.

Quality: By Age

Means for Q23, Q24, Q27 and Q28

Graph 24

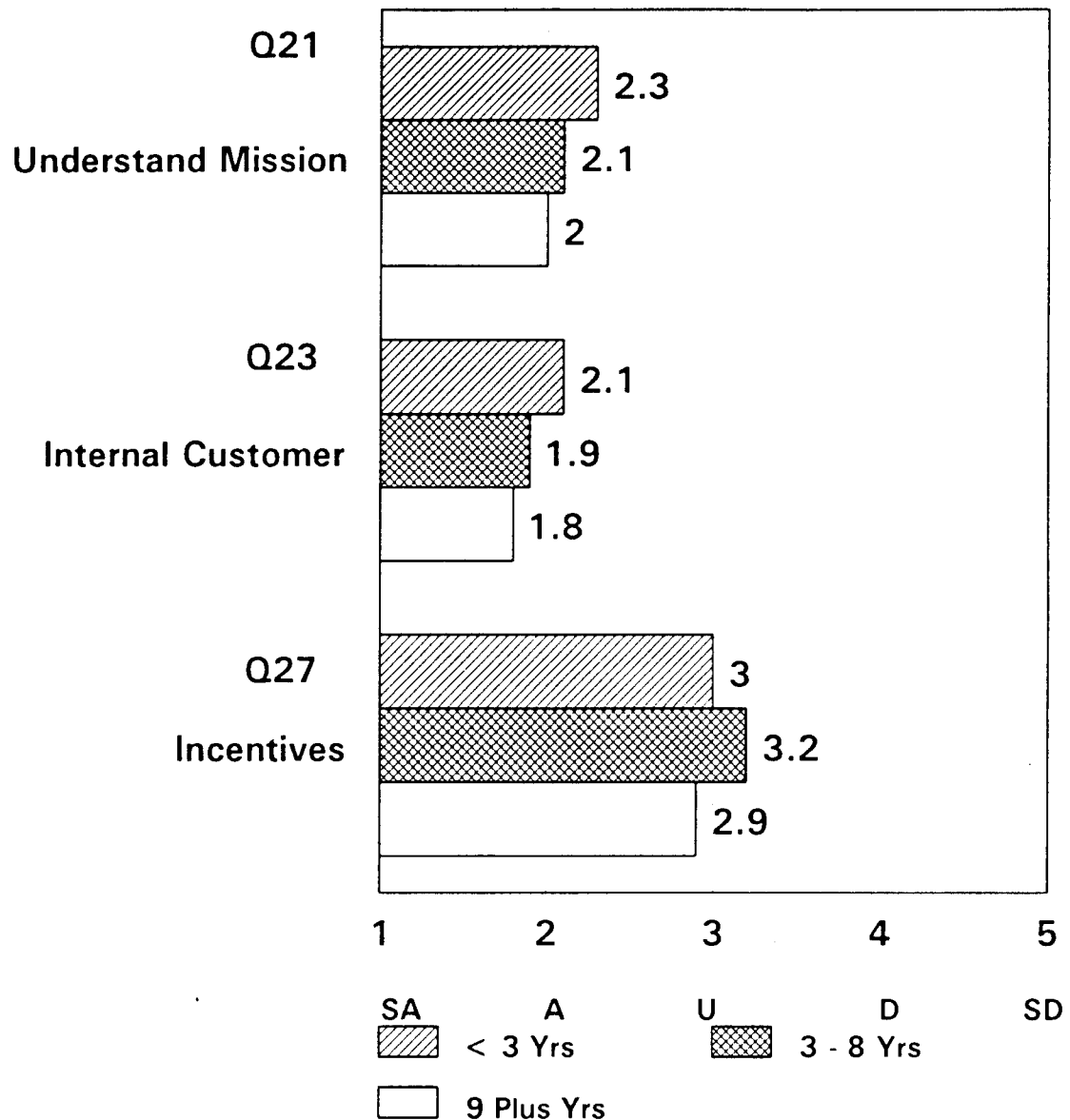


Only questions with significant
Chi-squares are shown.

Quality: By Years Employed

Means for Q21, Q23 and Q27

Graph 25

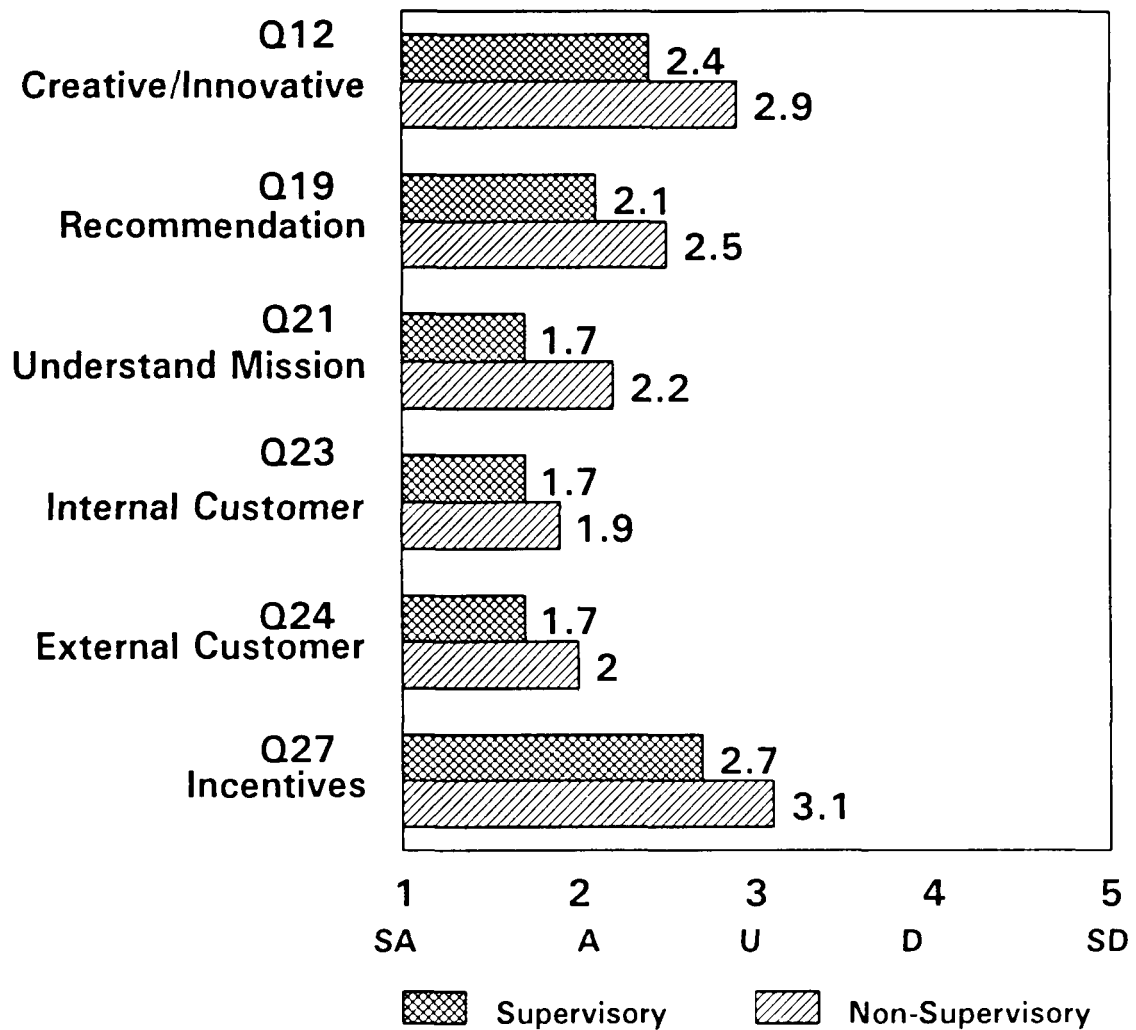


Only questions with significant
Chi-squares are shown.

Quality: By Supervisory Role

Means for Q12, Q19, Q21 Q23 Q24 and Q27

Graph 26



Only questions with significant
Chi-squares are shown.

Supervision

Number of Questions:

11 questions (Q11, Q34, Q35, Q38, Q40, Q41, Q42, Q43, Q44, Q44 and Q47)

- All questions requested a rating.
- One question (Q41) had a scale for which low scores could imply a "problem area;" this was in contrast to most questions for which "low" scores were positive.

Major Observations

The highest Supervision rating was given by "Supervisory" staff.

Differences By Sex

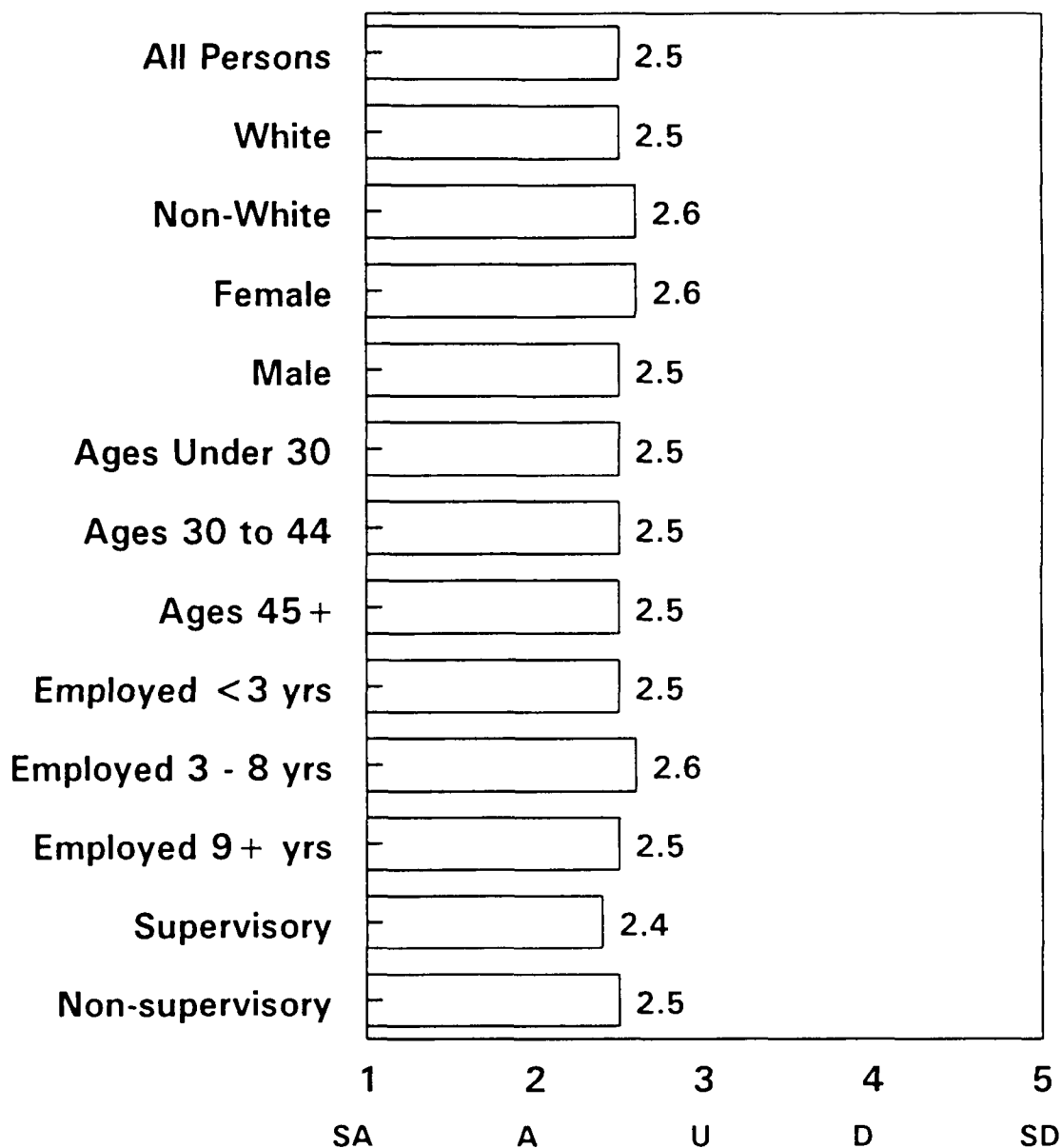
Males had a stronger level of agreement than did females that when their supervisors gave them an assignment the time frame and priorities of the assignment are clearly explained (Q34); their supervisors ask for an explanation or discussion before criticizing their work (Q35); their supervisors involve them when making decisions affecting their work (Q40); their supervisors give them timely and useful feedback that helps them to do a better job (Q42); feel as though their supervisors appreciate them and the jobs they do (Q43); their supervisors praise them when they do an extra task or do something extremely well (Q44); and encourages them to ask questions (Q45).

Differences By Supervisory Role

Supervisory employees had a stronger level of agreement than did non-supervisory staff that their supervisors are interested in their suggestions for improvement (Q11); their supervisor helps them to develop their skills so that they can advance their careers (Q38); and they understand the day to day concerns and activities of their supervisors (Q47).

Comparison of Mean Ratings For Supervision By Major Subgroups

Graph 27



EPA REGION VII SUPERVISION

Question 11: Supers are interested in my suggestions for improvement
(N=431)

Row%	Q11 SUPER INTEREST MY SUGGEST				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	12.4	47.9	20.1	15.2	4.4
ETHNIC BACKGROUND					

WHITE	12.8	50.1	20.2	13.4	3.4
NON-WHITE	12.5	39.3	17.9	19.6	10.7
RESPONDENT'S SEX					

FEMALE	12.7	45.5	20.0	15.9	5.9
MALE	12.7	51.8	19.8	13.2	2.5
AGE					

UNDER 30	4.8	61.9	19.0	11.9	2.4
30-44	14.2	48.1	21.5	12.0	4.3
45 PLUS	12.9	45.3	17.3	19.4	5.0
TIME IN REGION VII					

< 3 YEARS	8.0	59.1	19.3	11.4	2.3
3 TO 8 YEARS	14.6	42.7	22.6	15.9	4.3
9 OR MORE	13.3	48.5	18.2	13.9	6.1
POSITION					

SUPERVISORY	22.2	42.9	23.8	9.5	1.6
NON-SUPERVISORY	10.9	49.0	19.3	15.7	5.0

EPA REGION VII SUPERVISION

Question 34: Assignment time frame and priorities are clearly explained
(N=431)

Row%	Q34 PRIORITIES CLEAR				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	11.0	52.3	11.4	19.4	5.8
ETHNIC BACKGROUND					

WHITE	10.5	53.1	12.8	17.9	5.7
NON-WHITE	14.3	51.8	5.4	23.2	5.4
RESPONDENT'S SEX					

FEMALE	13.6	50.0	8.6	18.6	9.1
MALE	7.6	55.8	14.7	19.3	2.5
AGE					

UNDER 30	11.6	55.8	11.6	14.0	7.0
30-44	11.2	51.1	11.6	19.7	6.4
45 PLUS	10.1	55.1	11.6	18.1	5.1
TIME IN REGION VII					

< 3 YEARS	9.0	58.4	10.1	15.7	6.7
3 TO 8 YEARS	11.7	44.8	12.3	23.3	8.0
9 OR MORE	10.9	58.2	11.5	15.8	3.6
POSITION					

SUPERVISORY	11.1	49.2	12.7	23.8	3.2
NON-SUPERVISORY	10.6	52.9	11.5	18.5	6.4

EPA REGION VII SUPERVISION

Question 35: Supervisor asks for explanation before criticizing my work
(N=431)

Row%	Q35 CRITICIZE WORK				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	8.5	47.6	17.2	17.5	9.2
ETHNIC BACKGROUND					
WHITE	8.6	50.1	15.8	17.2	8.3
NON-WHITE	7.3	36.4	21.8	21.8	12.7
RESPONDENT'S SEX					
FEMALE	9.2	43.6	14.7	19.7	12.8
MALE	7.1	54.1	18.4	15.3	5.1
AGE					
UNDER 30	7.1	45.2	19.0	19.0	9.5
30-44	9.1	46.3	17.7	17.7	9.1
45 PLUS	7.2	52.9	13.8	16.7	9.4
TIME IN REGION VII					
< 3 YEARS	5.7	47.7	21.6	15.9	9.1
3 TO 8 YEARS	11.2	44.1	16.8	18.0	9.9
9 OR MORE	6.7	52.7	14.5	17.6	8.5
POSITION					
SUPERVISORY	6.3	52.4	14.3	19.0	7.9
NON-SUPERVISORY	8.5	47.5	17.2	17.2	9.6

EPA REGION VII SUPERVISION

Question 38: Supervisor helps me develop my skills so I can advance
(N=431)

Row%	Q38 DEVELOP MY SKILLS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	10.3	39.2	17.4	24.2	8.9
ETHNIC BACKGROUND					

WHITE	10.0	41.4	16.3	24.0	8.3
NON-WHITE	14.3	30.4	19.6	25.0	10.7
RESPONDENT'S SEX					

FEMALE	14.2	34.9	16.1	22.9	11.9
MALE	6.1	45.2	17.8	25.4	5.6
AGE					

UNDER 30	11.9	38.1	21.4	19.0	9.5
30-44	12.0	44.4	13.7	20.9	9.0
45 PLUS	7.4	33.1	20.6	30.1	8.8
TIME IN REGION VII					

< 3 YEARS	9.1	45.5	19.3	19.3	6.8
3 TO 8 YEARS	11.0	37.8	17.1	24.4	9.8
9 OR MORE	10.4	38.0	16.0	26.4	9.2
POSITION					

SUPERVISORY	10.9	45.3	12.5	31.3	0.0
NON-SUPERVISORY	10.2	38.7	17.8	22.9	10.5

EPA REGION VII SUPERVISION

Question 40: Involved, when possible, in decisions that affect my work
(N=431)

Row%	Q40 DECISIONS INVOLVE ME				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	15.0	48.7	13.6	13.3	9.4
ETHNIC BACKGROUND					
WHITE	15.1	50.4	12.0	13.7	8.8
NON-WHITE	16.1	41.1	16.1	14.3	12.5
RESPONDENT'S SEX					
FEMALE	17.4	46.6	10.0	13.7	12.3
MALE	12.7	51.3	16.2	13.7	6.1
AGE					
UNDER 30	14.0	51.2	20.9	7.0	7.0
30-44	16.7	47.6	10.7	13.3	11.6
45 PLUS	13.1	50.4	13.9	16.1	6.6
TIME IN REGION VII					
< 3 YEARS	11.2	48.3	18.0	12.4	10.1
3 TO 8 YEARS	14.7	44.8	15.3	13.5	11.7
9 OR MORE	17.7	53.0	8.5	14.0	6.7
POSITION					
SUPERVISORY	15.6	54.7	7.8	17.2	4.7
NON-SUPERVISORY	14.9	47.6	14.1	13.0	10.4

EPA REGION VII SUPERVISION

Question 41: My supervisor criticizes me in front of other people
(N=431)

Row%	Q41 OPEN CRITICISM				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	3.5	10.1	3.0	51.5	31.9
ETHNIC BACKGROUND					

WHITE	4.0	10.5	2.6	51.9	31.1
NON-WHITE	1.8	5.4	3.6	53.6	35.7
RESPONDENT'S SEX					

FEMALE	4.6	11.9	2.8	45.9	34.9
MALE	2.5	7.6	2.5	58.6	28.8
AGE					

UNDER 30	2.4	2.4	4.8	61.9	28.6
30-44	3.8	11.1	3.0	50.4	31.6
45 PLUS	3.6	9.5	1.5	51.1	34.3
TIME IN REGION VII					

< 3 YEARS	2.2	7.9	5.6	50.6	33.7
3 TO 8 YEARS	3.7	9.8	1.8	52.1	32.5
9 OR MORE	4.3	10.4	1.8	52.4	31.1
POSITION					

SUPERVISORY	1.6	7.8	3.1	56.3	31.3
NON-SUPERVISORY	3.9	10.1	2.8	51.3	31.8

EPA REGION VII SUPERVISION

Question 42: Supervisor gives me timely and useful feedback
(N=431)

Row%	Q42 TIMELY FEEDBACK				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	8.6	45.1	18.0	21.0	7.2
ETHNIC BACKGROUND					

WHITE	8.2	44.6	18.5	21.9	6.8
NON-WHITE	12.5	42.9	14.3	21.4	8.9
RESPONDENT'S SEX					

FEMALE	11.0	38.4	16.9	22.8	11.0
MALE	6.1	52.5	18.7	19.7	3.0
AGE					

UNDER 30	9.3	48.8	14.0	18.6	9.3
30-44	9.0	46.6	15.8	20.1	8.5
45 PLUS	8.0	41.6	22.6	23.4	4.4
TIME IN REGION VII					

< 3 YEARS	5.6	51.7	13.5	21.3	7.9
3 TO 8 YEARS	9.8	42.1	18.3	20.7	9.1
9 OR MORE	9.1	45.1	20.1	20.7	4.9
POSITION					

SUPERVISORY	7.8	42.2	21.9	25.0	3.1
NON-SUPERVISORY	8.7	45.5	17.1	20.5	8.1

EPA REGION VII SUPERVISION

Question 43: My supervisor appreciates me and the job I do
(N=431)

Row%	Q43 SUPER APPRECIATES ME				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	24.1	45.1	15.0	10.3	5.6
ETHNIC BACKGROUND					
WHITE	23.9	47.4	13.6	9.9	5.1
NON-WHITE	28.6	35.7	16.1	10.7	8.9
RESPONDENT'S SEX					
FEMALE	26.5	41.1	12.3	11.9	8.2
MALE	21.7	51.0	16.2	8.1	3.0
AGE					
UNDER 30	27.9	44.2	18.6	7.0	2.3
30-44	25.2	45.3	12.4	10.3	6.8
45 PLUS	21.9	48.2	16.1	8.8	5.1
TIME IN REGION VII					
< 3 YEARS	23.6	46.1	20.2	5.6	4.5
3 TO 8 YEARS	25.0	45.7	11.0	11.0	7.3
9 OR MORE	23.8	45.1	14.6	11.6	4.9
POSITION					
SUPERVISORY	25.0	43.8	15.6	12.5	3.1
NON-SUPERVISORY	23.9	45.5	14.6	9.8	6.2

EPA REGION VII SUPERVISION

Question 44: My supervisor praises me when I do tasks extremely well
(N=431)

Row%	Q44 SUPER PRAISES ME				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	21.5	44.9	12.6	15.4	5.6
ETHNIC BACKGROUND					

WHITE	22.4	44.9	11.1	16.5	5.1
NON-WHITE	14.3	50.0	12.5	14.3	8.9
RESPONDENT'S SEX					

FEMALE	26.0	39.7	10.5	16.0	7.8
MALE	17.2	50.0	14.1	15.7	3.0
AGE					

UNDER 30	18.6	53.5	16.3	7.0	4.7
30-44	23.9	42.7	10.7	15.4	7.3
45 PLUS	19.7	45.3	13.1	19.0	2.9
TIME IN REGION VII					

< 3 YEARS	25.8	46.1	12.4	12.4	3.4
3 TO 8 YEARS	22.0	42.1	13.4	15.2	7.3
9 OR MORE	19.5	47.0	11.6	17.1	4.9
POSITION					

SUPERVISORY	18.8	45.3	14.1	20.3	1.6
NON-SUPERVISORY	22.2	44.7	11.8	14.9	6.5

EPA REGION VII SUPERVISION

Question 45: My supervisor encourages me to ask questions
(N=431)

Row%	Q45 ASK QUESTIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	17.8	47.7	15.7	15.0	4.0
ETHNIC BACKGROUND					
WHITE	17.9	48.3	15.1	14.5	4.3
NON-WHITE	16.1	48.2	14.3	17.9	3.6
RESPONDENT'S SEX					
FEMALE	22.4	42.5	14.6	15.5	5.0
MALE	12.6	54.5	16.2	13.6	3.0
AGE					
UNDER 30	16.3	58.1	4.7	18.6	2.3
30-44	20.9	44.4	15.8	13.7	5.1
45 PLUS	13.1	51.8	18.2	13.9	2.9
TIME IN REGION VII					
< 3 YEARS	20.2	51.7	14.6	10.1	3.4
3 TO 8 YEARS	20.1	42.1	16.5	17.1	4.3
9 OR MORE	14.0	51.8	15.2	14.6	4.3
POSITION					
SUPERVISORY	12.5	51.6	17.2	17.2	1.6
NON-SUPERVISORY	18.5	47.5	14.9	14.6	4.5

EPA REGION VII SUPERVISION

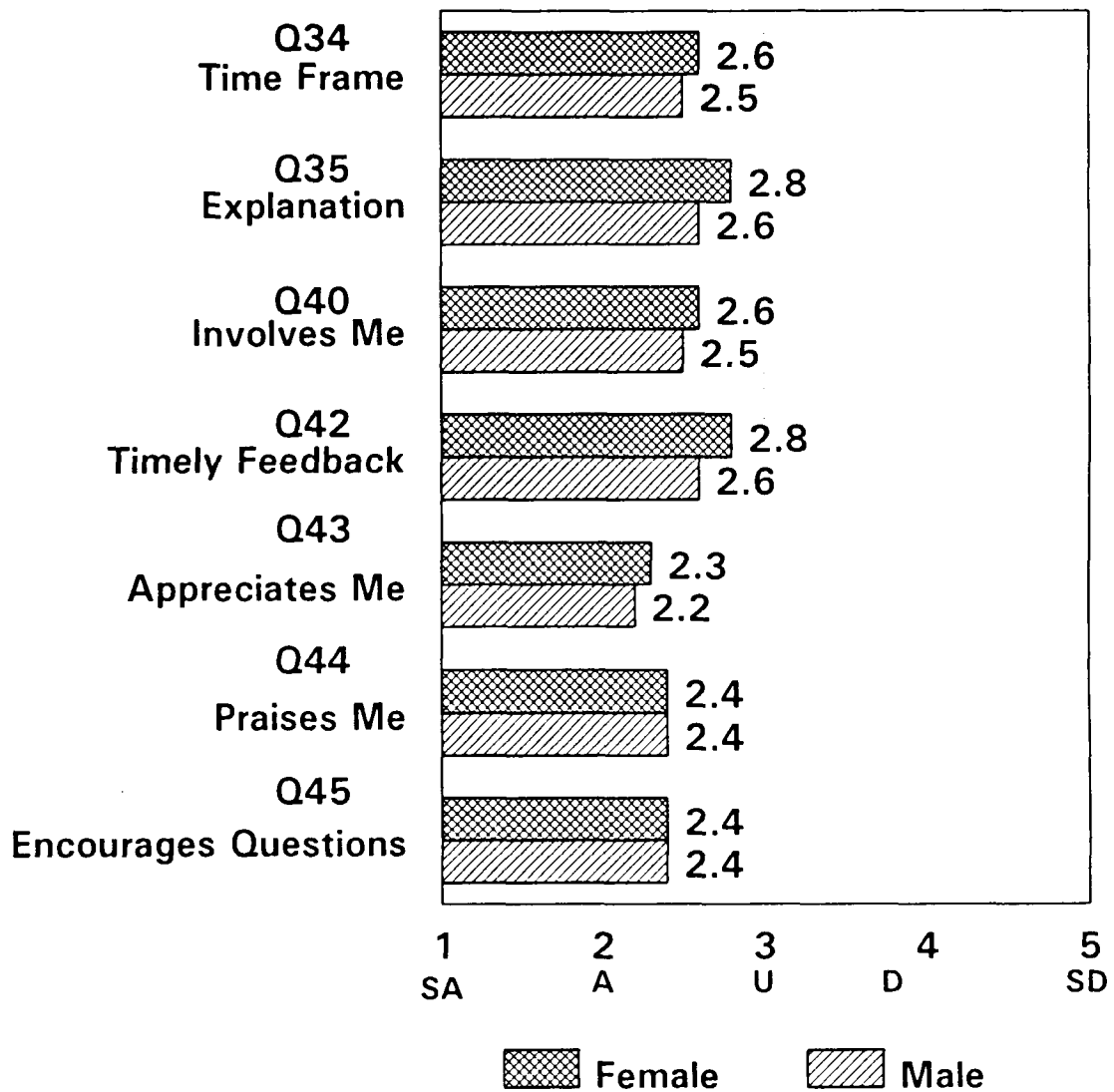
Question 47: I understand day to day concerns of my supervisor
(N=431)

Row%	Q47 DAY TO DAY CONCERNS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	9.9	43.2	18.3	24.6	4.0
ETHNIC BACKGROUND					
WHITE	9.9	46.0	15.9	24.4	3.7
NON-WHITE	8.9	33.9	28.6	21.4	7.1
RESPONDENT'S SEX					
FEMALE	11.5	39.9	21.1	22.0	5.5
MALE	8.1	48.0	14.6	26.8	2.5
AGE					
UNDER 30	7.0	39.5	23.3	20.9	9.3
30-44	9.0	42.1	18.9	25.3	4.7
45 PLUS	12.4	48.2	15.3	22.6	1.5
TIME IN REGION VII					
< 3 YEARS	5.6	40.4	22.5	27.0	4.5
3 TO 8 YEARS	10.5	39.5	17.3	27.2	5.6
9 OR MORE	11.6	49.4	16.5	20.1	2.4
POSITION					
SUPERVISORY	23.4	48.4	10.9	14.1	3.1
NON-SUPERVISORY	7.3	42.7	18.9	26.8	4.2

Supervision: By Sex

Means for Q34, Q35, Q40, Q42, Q43, Q44, & Q45

Graph 28



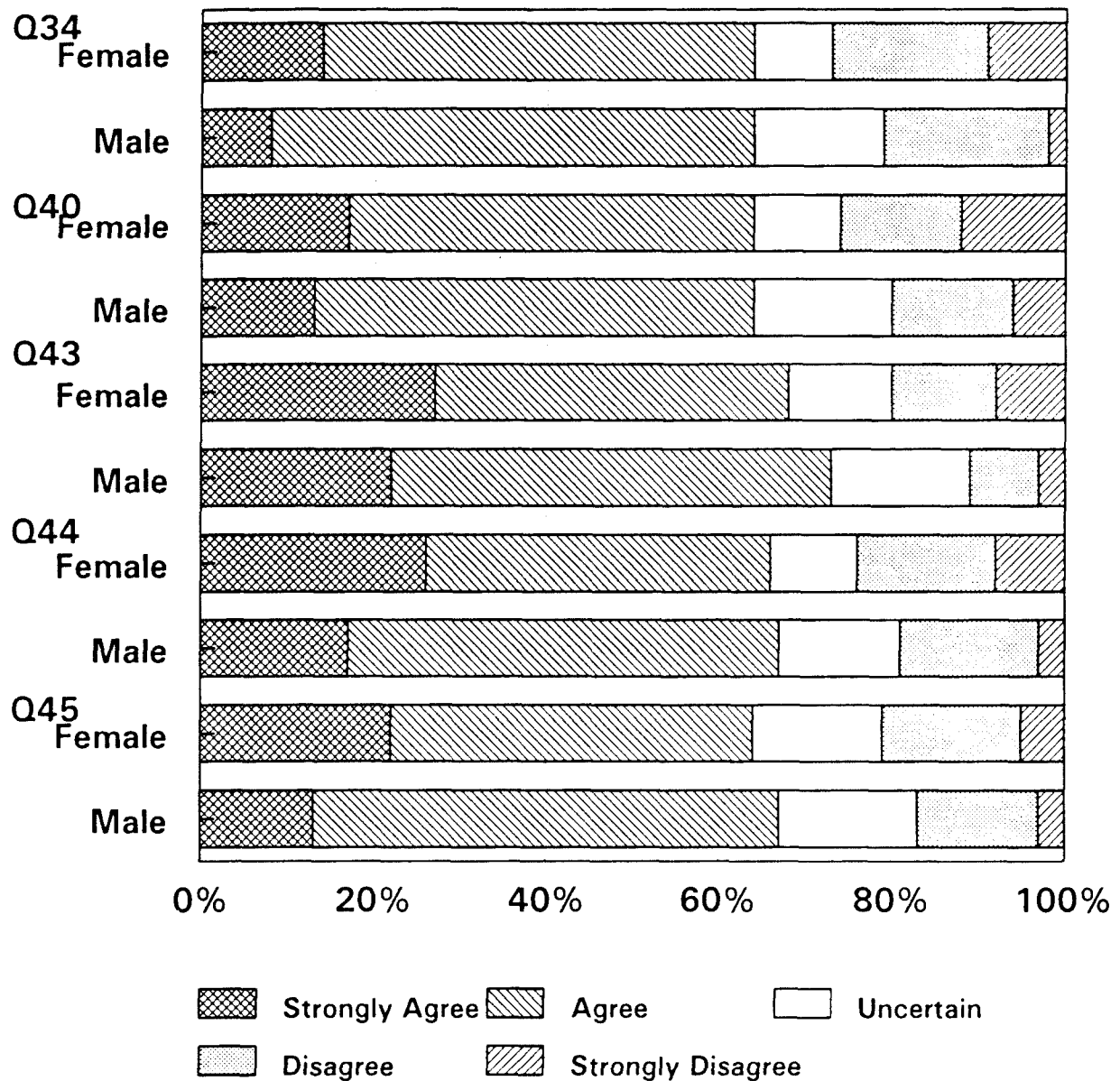
Only questions with significant
Chi-squares are shown.

Supervision: By Sex

Distribution For Q34, Q40, Q43,

Q44 and Q45

Graph 29

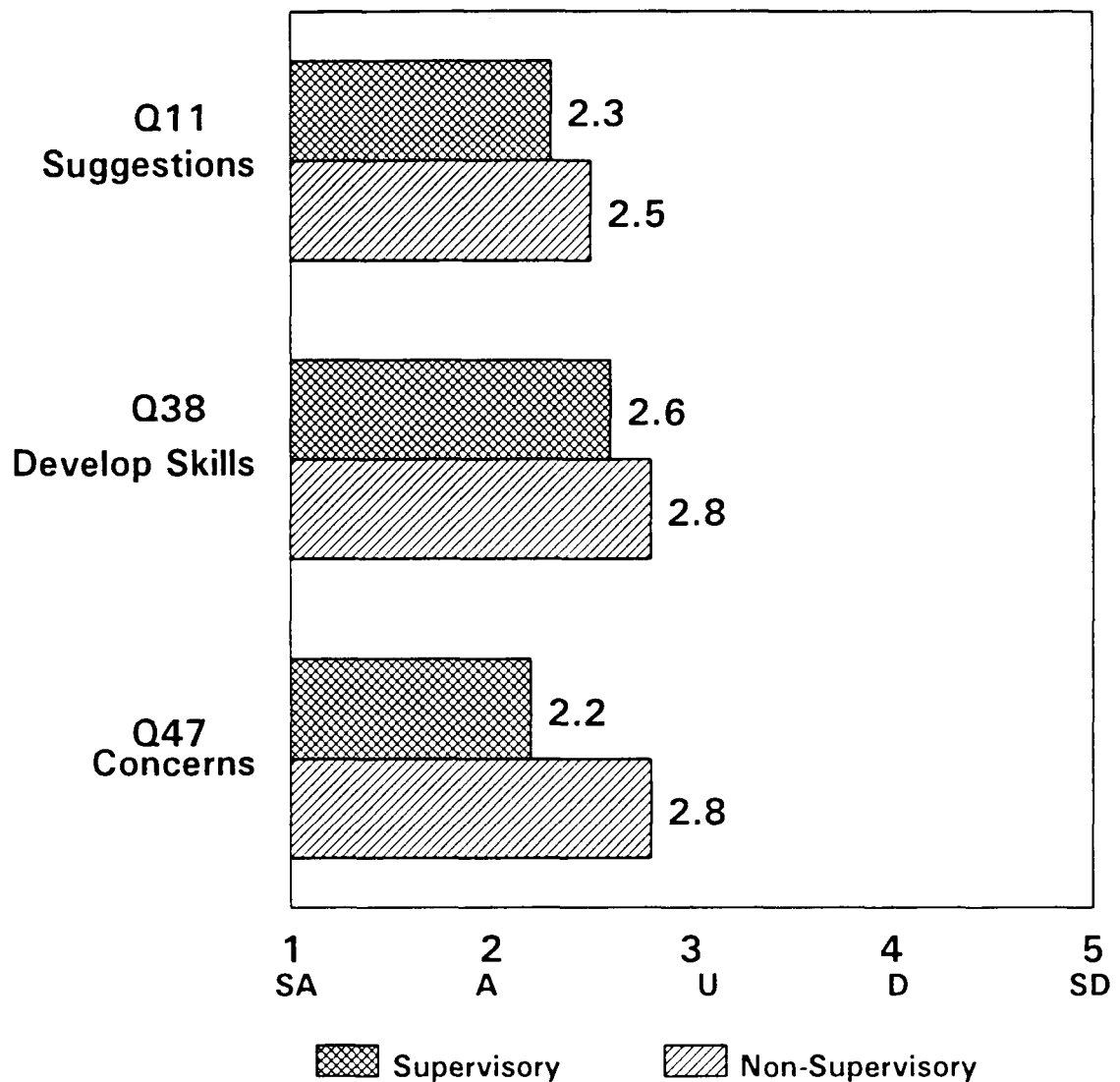


Only questions with similar means and significant Chi-squares are shown.

Supervision: By Supervisory Role

Means for Q11, Q38 and Q47

Graph 30



Only questions with significant
Chi-squares are shown.

Teamwork

Number of Questions:

5 questions (Q29, Q30, Q31, Q32, and Q33)

- All questions except Q31 requested a rating.
- Question 31 requested one of two specific choices.

Major Observations

The highest Teamwork rating was given by Supervisory staff; the lowest were given by "non-whites" and persons "employed 3 to 8 years."

Differences By Race

Whites tended to agree more frequently than did non-whites that they have trust and confidence in the people with whom they work (Q29).

Differences By Sex

Males tended to agree more frequently than did females that they have trust and confidence in the people with whom they work (Q29).

Males also tended to agree more frequently than did females that team members share the responsibilities when the team fails (Q32).

Differences By Years Employment

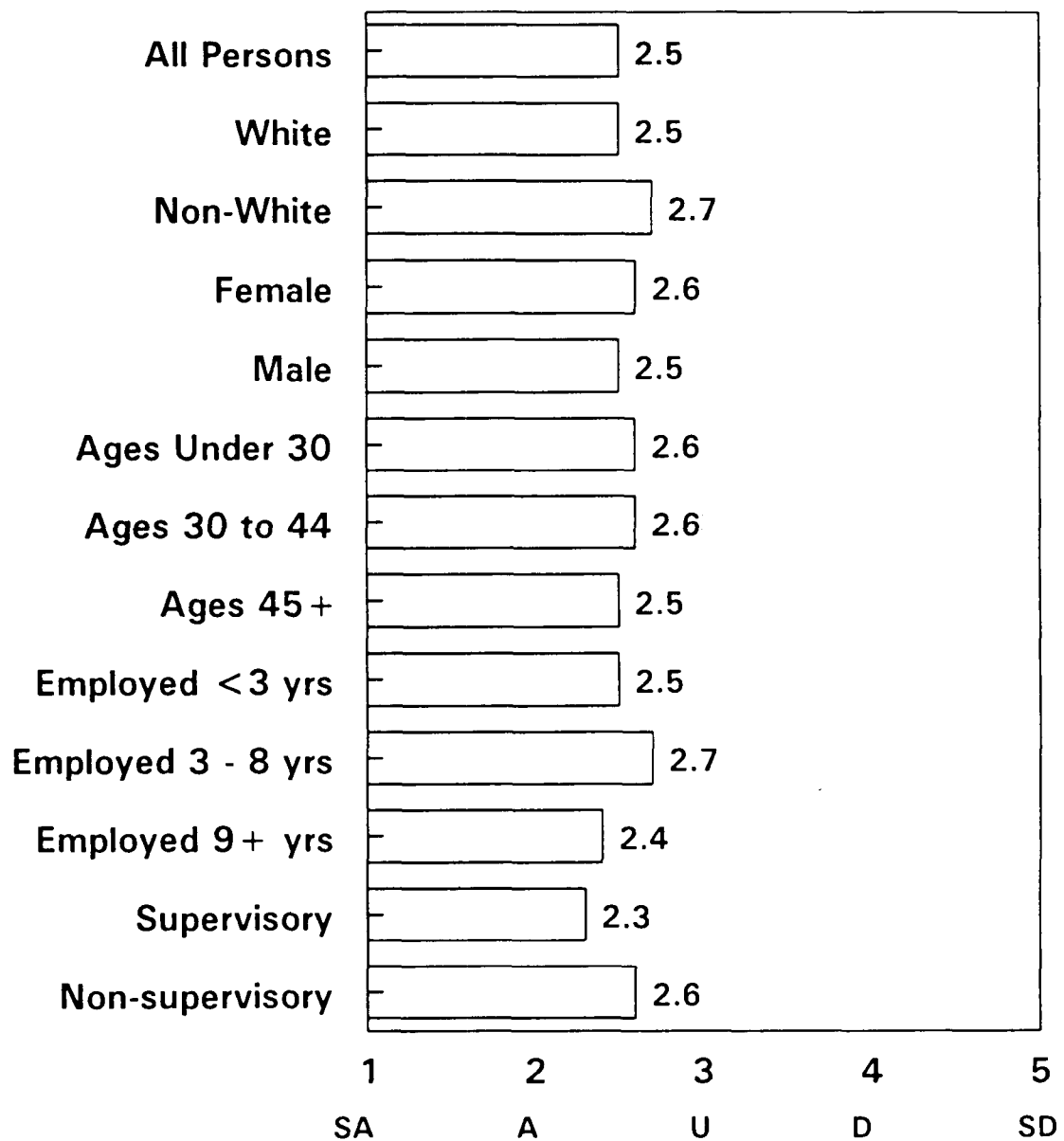
Persons employed 3 to 8 years had a higher level of disagreement that team members share the praise when the team succeeds (Q33).

Differences By Supervisory Role

Non-supervisory staff had a lower level of agreement that people work well together as a team (Q30), that team members share the praise when the team succeeds (Q32), and that team members share the responsibility when the team fails (Q33).

Comparison of Mean Ratings For Teamwork By Major Subgroups

Graph 31



EPA REGION VII TEAMWORK

Question 29: I have trust and confidence in the people with whom I work
(N=431)

Row%	Q29 TRUST CO-WORKERS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	11.9	56.9	14.1	12.2	4.9
ETHNIC BACKGROUND					

WHITE	12.8	60.1	12.3	11.4	3.4
NON-WHITE	8.9	46.4	16.1	12.5	16.1
RESPONDENT'S SEX					

FEMALE	11.8	51.4	15.0	15.0	6.8
MALE	12.2	64.3	11.7	8.7	3.1
AGE					

UNDER 30	9.3	58.1	14.0	16.3	2.3
30-44	12.8	56.8	12.0	11.5	6.8
45 PLUS	11.8	58.8	15.4	11.0	2.9
TIME IN REGION VII					

< 3 YEARS	12.4	66.3	5.6	13.5	2.2
3 TO 8 YEARS	11.0	53.7	15.9	11.6	7.9
9 OR MORE	13.5	55.8	15.3	11.7	3.7
POSITION					

SUPERVISORY	14.1	62.5	9.4	10.9	3.1
NON-SUPERVISORY	11.8	56.3	14.4	12.1	5.4

EPA REGION VII TEAMWORK

Question 30: People in my section work well together as a team
(N=431)

Row%	Q30 SECTION TEAM WORK				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	16.8	51.4	14.5	13.3	4.0
ETHNIC BACKGROUND					

WHITE	18.2	52.3	13.6	12.5	3.4
NON-WHITE	12.5	48.2	17.9	16.1	5.4
RESPONDENT'S SEX					

FEMALE	17.8	47.9	15.1	14.2	5.0
MALE	16.2	55.1	14.1	12.1	2.5
AGE					

UNDER 30	11.6	48.8	27.9	9.3	2.3
30-44	17.5	50.0	13.7	13.7	5.1
45 PLUS	18.2	55.5	12.4	11.7	2.2
TIME IN REGION VII					

< 3 YEARS	14.6	50.6	16.9	15.7	2.2
3 TO 8 YEARS	14.6	49.4	17.7	12.8	5.5
9 OR MORE	20.7	53.7	10.4	12.2	3.0
POSITION					

SUPERVISORY	28.1	53.1	7.8	7.8	3.1
NON-SUPERVISORY	14.9	50.8	15.7	14.3	4.2

EPA REGION VII TEAMWORK

Question 31: Clearly defined goals for team members to achieve
(N=431)

Row%	Q31 DEFINED GOALS	
	YES	NO
=====		
TOTAL		
-----	56.2	43.8
ETHNIC BACKGROUND		

WHITE	56.2	43.8
NON-WHITE	56.6	43.4
RESPONDENT'S SEX		

FEMALE	52.1	47.9
MALE	60.4	39.6
AGE		

UNDER 30	52.5	47.5
30-44	59.7	40.3
45 PLUS	52.2	47.8
TIME IN REGION VII		

< 3 YEARS	55.3	44.7
3 TO 8 YEARS	50.9	49.1
9 OR MORE	62.1	37.9
POSITION		

SUPERVISORY	83.9	16.1
NON-SUPERVISORY	51.1	48.9

EPA REGION VII TEAMWORK

Question 32: Team members share the praise when the team succeeds
(N=431)

Row%	Q32 SHARE PRAISE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	6.9	46.2	24.4	18.2	4.3
ETHNIC BACKGROUND					

WHITE	7.2	46.8	23.9	18.4	3.7
NON-WHITE	5.5	47.3	23.6	18.2	5.5
RESPONDENT'S SEX					

FEMALE	8.3	43.6	22.5	18.8	6.9
MALE	5.7	49.5	26.3	17.5	1.0
AGE					

UNDER 30	4.8	50.0	19.0	21.4	4.8
30-44	5.2	48.9	22.9	18.2	4.8
45 PLUS	11.0	41.9	27.9	16.2	2.9
TIME IN REGION VII					

< 3 YEARS	3.4	54.5	26.1	14.8	1.1
3 TO 8 YEARS	5.6	46.9	19.4	21.3	6.9
9 OR MORE	10.4	41.7	27.6	17.2	3.1
POSITION					

SUPERVISORY	17.5	63.5	0.0	17.5	1.6
NON-SUPERVISORY	5.1	43.3	28.2	18.5	4.8

EPA REGION VII TEAMWORK

Question 33: Team members share the responsibility when the team fails
(N=431)

Row%	Q33 SHARE RESPONSIBILITY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
----	4.5	39.6	29.1	22.7	4.1
ETHNIC BACKGROUND					

WHITE	4.3	41.7	29.0	20.9	4.1
NON-WHITE	1.8	32.7	32.7	29.1	3.6
RESPONDENT'S SEX					

FEMALE	5.6	38.0	29.6	20.8	6.0
MALE	3.1	42.0	29.0	23.8	2.1
AGE					

UNDER 30	4.8	31.0	31.0	31.0	2.4
30-44	3.5	43.7	28.4	19.7	4.8
45 PLUS	5.9	37.0	30.4	23.0	3.7
TIME IN REGION VII					

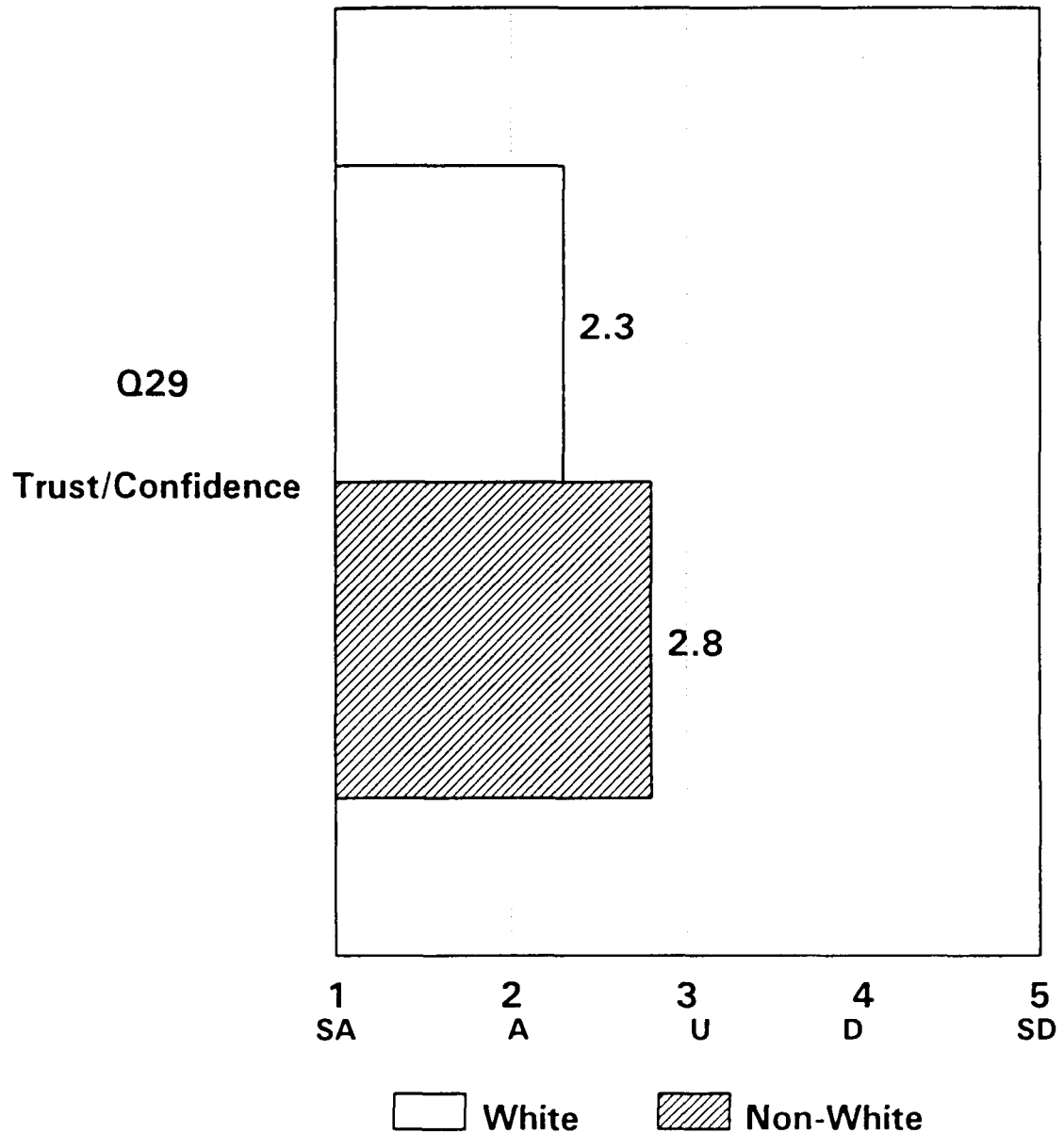
< 3 YEARS	0.0	44.8	34.5	19.5	1.1
3 TO 8 YEARS	3.8	35.8	24.5	28.9	6.9
9 OR MORE	7.4	41.4	30.9	17.3	3.1
POSITION					

SUPERVISORY	7.9	47.6	11.1	31.7	1.6
NON-SUPERVISORY	3.7	38.2	32.8	20.7	4.6

Teamwork: By Race

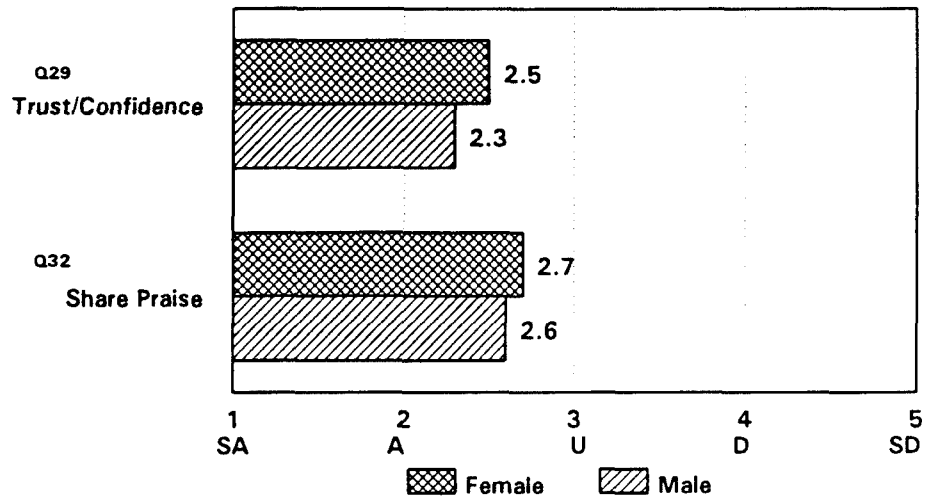
Means for Q29

Graph 32



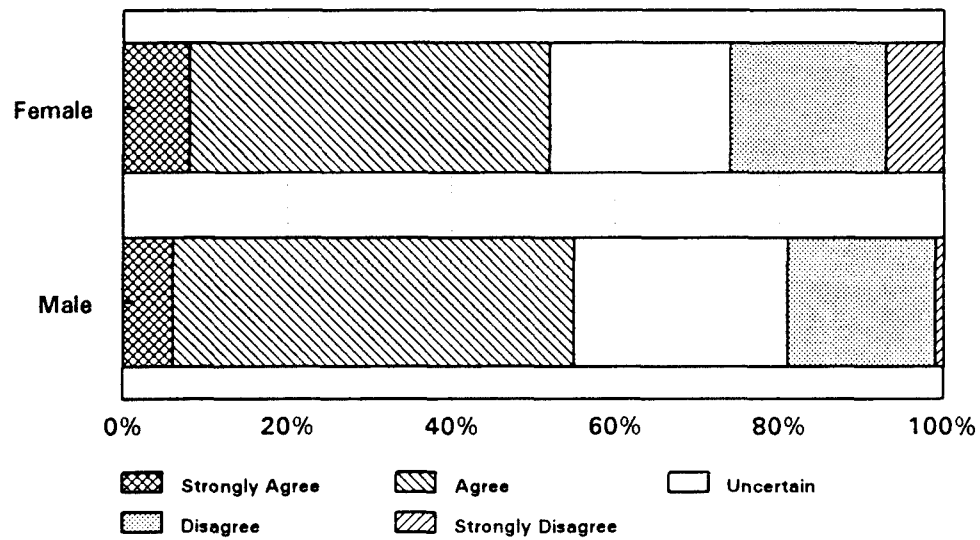
Only questions with significant
Chi-squares are shown.

Teamwork: By Sex
Means For Q29 and Q32
Graph 33



Only questions with significant
Chi-squares are shown.

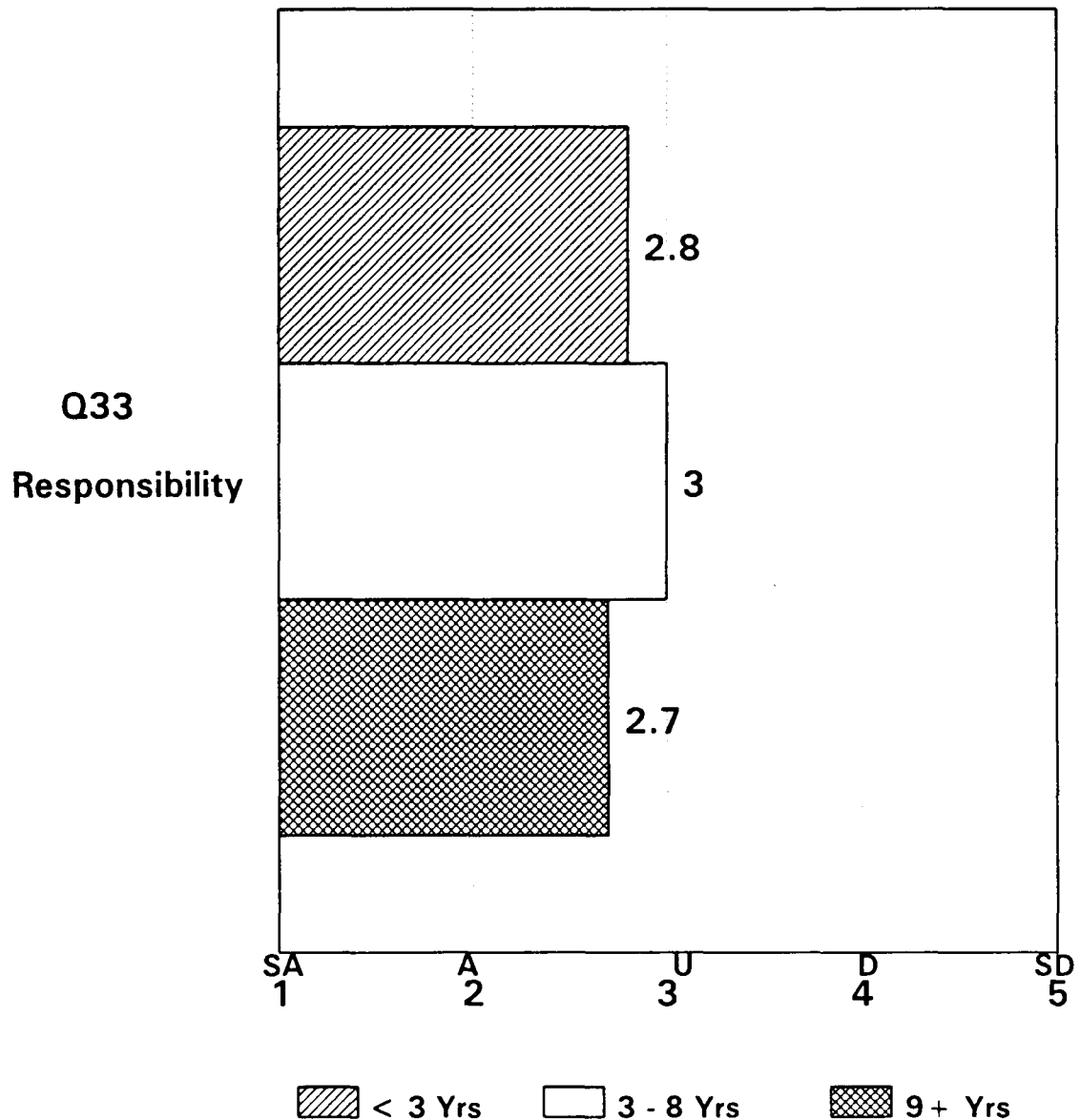
Teamwork: By Sex
Distribution For Q32
Graph 34



Only questions with similar means and
significant Chi-squares are shown.

Teamwork: By Years Employed Means for Q33

Graph 35

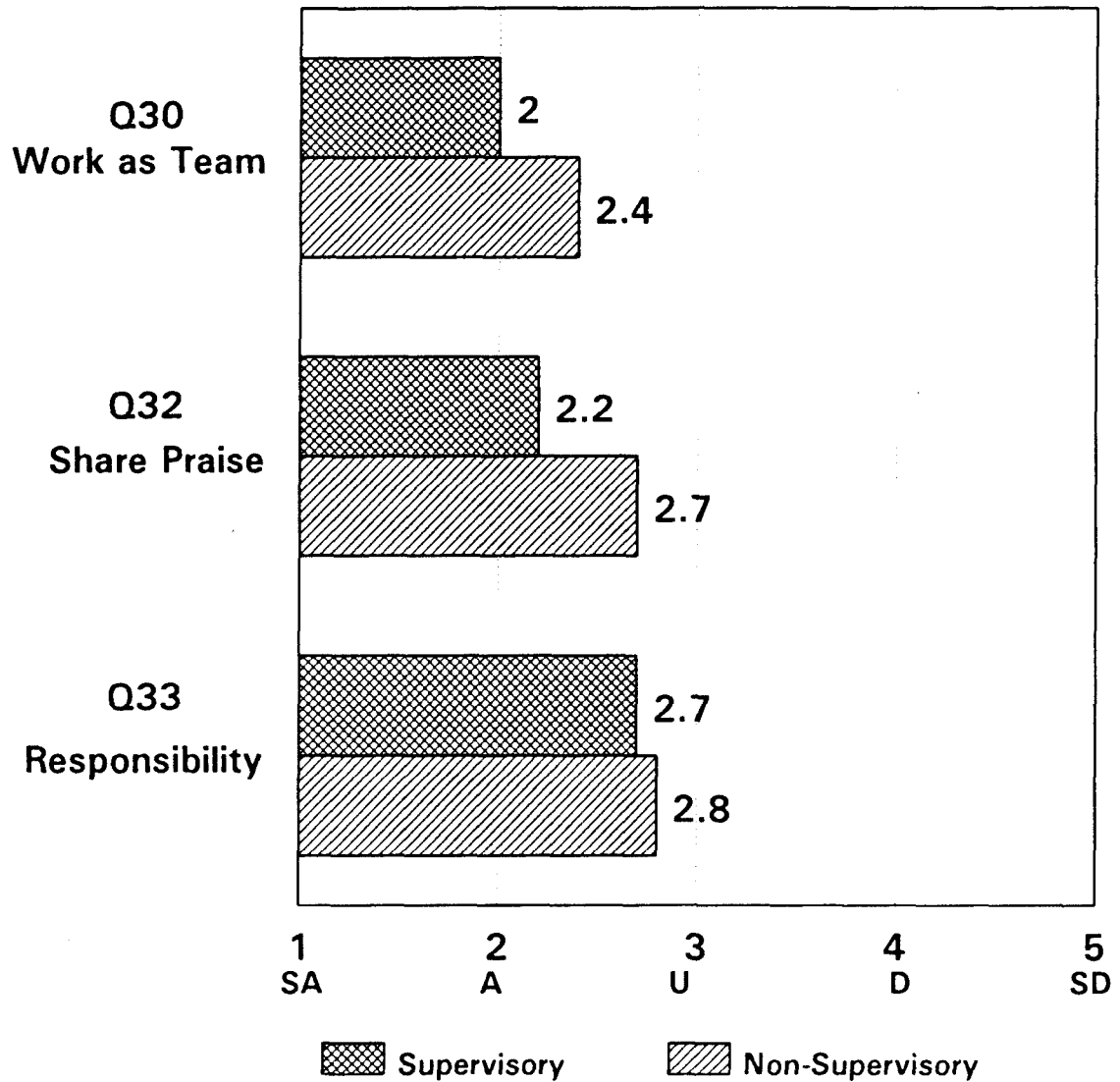


Only questions with significant
Chi-squares are shown.

Teamwork: By Supervisory Role

Means for Q30, Q32, and Q33

Graph 36

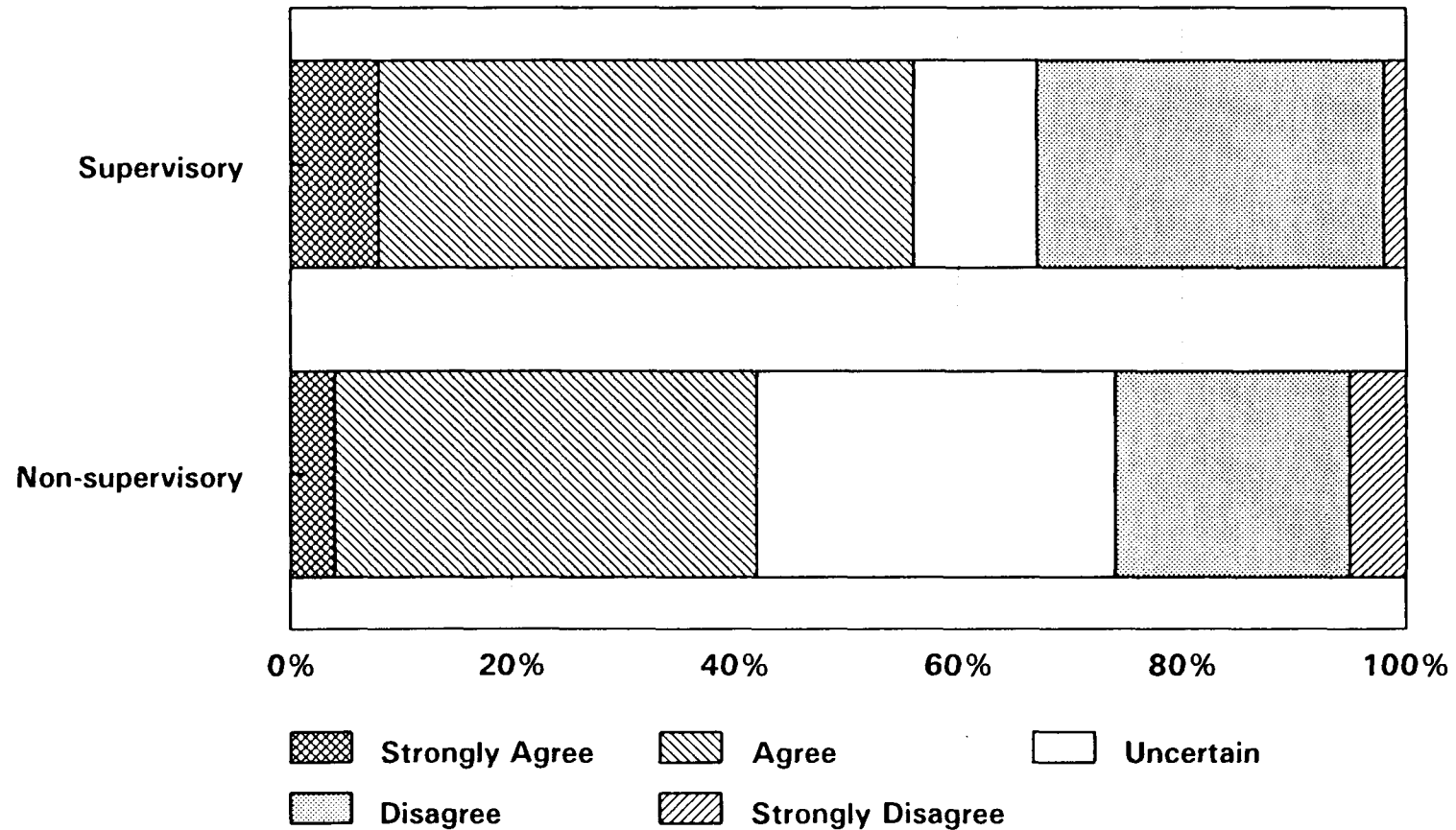


Only questions with significant
Chi-squares are shown.

Teamwork: By Supervisory Role

Distribution For Q33

Graph 37



Only questions with similar means and significant Chi-squares are shown.

Working Conditions

Number of Questions:

20 questions (Q4, Q50, Q55-Q58, Q63: 5 subparts, Q64, Q72, Q73: 5 subparts, Q74, Q75)

- All questions except Q4 and Q57 requested a rating.

Major Observations

The highest Working Conditions rating was given by "non-white" staff.

Differences By Race

Non-whites had a stronger level of agreement that they usually have enough time to do their jobs (Q55).

Non-whites had a stronger level of agreement that they usually have the correct supplies and equipment to do their jobs (Q56).

Whites had a stronger level of agreement that they were satisfied with the working environment at Region VII (Q64), and that they felt valued and respected as an employee (Q74).

Differences By Sex

Males had a higher level of dissatisfaction than did females with Geographic Information Services (Q63). They had a higher level of satisfaction with the Motor Pool Services (Q73) and with the Rest Room Facility Maintenance (Q73).

Males had a higher level of dissatisfaction that they usually have enough time to do their jobs (Q55).

A higher percentage of females (15%) indicated sexual harassment than did males (5%) (Q57).

Males had a higher level of agreement that they felt valued and respected as an employee (Q74).

Differences By Age

Persons under age 30 had a higher level of agreement that the amount of their workload was reasonable.

Persons ages 30 to 44 had a higher level of satisfaction with LAN, PC, and Main Frame Services.

Differences By Years Employment

Persons employed 3 to 8 years had a higher level of disagreement that they usually have enough time to do their jobs (Q55).

Persons employed less than 3 years had a higher level of satisfaction with the working conditions (Q64).

Persons employed 9 or more years had a higher level of satisfaction with the Motor Pool Services (Q73).

Differences By Supervisory Role

Supervisory employees have a higher level of disagreement that they usually have enough time to do their jobs (Q55) and that the amount of their workload is reasonable (Q58).

Non-supervisory employees have a higher level of satisfaction with LAN, PC, and Main Frame Services (Q63) and Geographic Information Services (Q63).

Supervisory employees have a higher level of agreement that Region VII offers training to enhance their job skills (Q72) and that they feel valued and respected as an employee (Q74).

Supervisory employees have a higher level of dissatisfaction with Meeting Room Scheduling (Q73).

Comparison of Mean Ratings For Working Conditions By Major Subgroups

Graph 38



EPA REGION VII WORKING CONDITIONS

Question 4: Work schedule that best fits my work and lifestyle needs
(N=431)

Row%	Q4 WORK SCHEDULE	
	COMPRESSED	FLEXIBLE
=====		
TOTAL		

	57.6	42.4
ETHNIC BACKGROUND		

WHITE	59.5	40.5
NON-WHITE	42.9	57.1
RESPONDENT'S SEX		

FEMALE	55.0	45.0
MALE	60.7	39.3
AGE		

UNDER 30	58.5	41.5
30-44	52.6	47.4
45 PLUS	65.9	34.1
TIME IN REGION VII		

< 3 YEARS	54.5	45.5
3 TO 8 YEARS	54.0	46.0
9 OR MORE	63.6	36.4
POSITION		

SUPERVISORY	71.4	28.6
NON-SUPERVISORY	55.4	44.6

EPA REGION VII WORKING CONDITIONS

Question 50: My supervisor demands obedience and strict discipline
(N=431)

Row%	Q50 STRICT DISCIPLINE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	6.0	16.7	13.6	49.8	13.9
ETHNIC BACKGROUND					

WHITE	5.5	15.7	12.5	51.6	14.6
NON-WHITE	9.3	22.2	11.1	50.0	7.4
RESPONDENT'S SEX					

FEMALE	6.5	16.4	12.6	47.2	17.3
MALE	5.7	16.1	13.5	53.9	10.9
AGE					

UNDER 30	7.5	17.5	15.0	45.0	15.0
30-44	5.2	15.3	10.5	51.5	17.5
45 PLUS	7.4	15.6	17.0	51.1	8.9
TIME IN REGION VII					

< 3 YEARS	4.6	9.2	16.1	56.3	13.8
3 TO 8 YEARS	6.3	18.8	9.4	46.9	18.8
9 OR MORE	6.9	17.5	15.0	50.6	10.0
POSITION					

SUPERVISORY	12.9	19.4	9.7	50.0	8.1
NON-SUPERVISORY	4.9	15.8	13.8	50.3	15.2

EPA REGION VII WORKING CONDITIONS

Question 55: I have enough time to do my job
(N=431)

Row%	Q55 ENOUGH TIME FOR JOB				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	4.5	44.3	8.1	28.9	14.2
ETHNIC BACKGROUND					

WHITE	4.3	43.6	6.4	30.3	15.3
NON-WHITE	5.4	55.4	16.1	14.3	8.9
RESPONDENT'S SEX					

FEMALE	6.5	46.5	9.2	23.0	14.7
MALE	2.6	43.1	6.2	34.4	13.8

UNDER 30	7.1	57.1	9.5	19.0	7.1
30-44	4.3	40.3	6.9	30.7	17.7
45 PLUS	4.4	48.5	8.8	27.2	11.0
TIME IN REGION VII					

< 3 YEARS	4.5	55.1	9.0	22.5	9.0
3 TO 8 YEARS	5.6	33.8	6.9	35.0	18.8
9 OR MORE	3.7	49.4	8.0	25.3	13.6
POSITION					

SUPERVISORY	0.0	35.5	8.1	25.8	30.6
NON-SUPERVISORY	5.4	46.6	7.7	28.7	11.6

EPA REGION VII WORKING CONDITIONS

Question 56: I have correct supplies and equipment to do my job
(N=431)

Row%	Q56 SUPPLIES FOR JOB				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	6.4	62.9	8.3	17.3	5.0
ETHNIC BACKGROUND					
WHITE	5.2	63.0	7.8	19.1	4.9
NON-WHITE	14.3	71.4	5.4	3.6	5.4
RESPONDENT'S SEX					
FEMALE	6.9	62.5	8.8	16.2	5.6
MALE	6.2	64.1	6.7	18.5	4.6
AGE					
UNDER 30	7.1	61.9	9.5	14.3	7.1
30-44	7.4	58.3	9.6	17.8	7.0
45 PLUS	5.1	71.3	4.4	17.6	1.5
TIME IN REGION VII					
< 3 YEARS	4.5	61.8	7.9	19.1	6.7
3 TO 8 YEARS	7.5	57.9	9.4	17.6	7.5
9 OR MORE	6.8	69.1	6.2	16.0	1.9
POSITION					
SUPERVISORY	4.8	61.3	6.5	22.6	4.8
NON-SUPERVISORY	6.8	64.1	7.7	16.2	5.1

EPA REGION VII WORKING CONDITIONS

Question 57: Ever been sexually harassed by another Region VII employee
(N=431)

Row%	Q57 SEXUALLY HARASSED	
	YES	NO
=====		
TOTAL		

	11.0	89.0
ETHNIC BACKGROUND		

WHITE	9.6	90.4
NON-WHITE	12.7	87.3
RESPONDENT'S SEX		

FEMALE	14.8	85.2
MALE	4.7	95.3
AGE		

UNDER 30	9.5	90.5
30-44	11.0	89.0
45 PLUS	8.8	91.2
TIME IN REGION VII		

< 3 YEARS	4.5	95.5
3 TO 8 YEARS	13.8	86.2
9 OR MORE	10.0	90.0
POSITION		

SUPERVISORY	8.1	91.9
NON-SUPERVISORY	10.9	89.1

EPA REGION VII WORKING CONDITIONS

Question 58: The amount of workload is reasonable
(N=431)

Row%	Q58 WORKLOAD REASONABLE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	3.3	51.4	9.8	25.2	10.2
ETHNIC BACKGROUND					

WHITE	3.2	51.6	8.7	25.5	11.0
NON-WHITE	3.6	56.4	14.5	20.0	5.5
RESPONDENT'S SEX					

FEMALE	3.7	54.2	7.9	25.0	9.3
MALE	3.1	48.5	11.3	25.8	11.3
AGE					

UNDER 30	4.9	73.2	7.3	12.2	2.4
30-44	3.0	44.3	10.9	29.6	12.2
45 PLUS	3.7	56.6	8.1	22.1	9.6
TIME IN REGION VII					

< 3 YEARS	2.3	65.5	10.3	16.1	5.7
3 TO 8 YEARS	4.4	42.5	8.8	30.6	13.8
9 OR MORE	3.1	51.9	10.5	25.3	9.3
POSITION					

SUPERVISORY	3.2	35.5	6.5	30.6	24.2
NON-SUPERVISORY	3.4	54.3	10.3	24.0	8.0

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with in-house mail distribution
(N=431)

Row%	Q63A IN-HOUSE MAIL				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	4.9	43.5	25.4	20.7	5.4
ETHNIC BACKGROUND					
WHITE	4.3	42.0	25.9	21.6	6.3
NON-WHITE	7.1	55.4	23.2	14.3	0.0
RESPONDENT'S SEX					
FEMALE	5.5	44.0	23.9	21.6	5.0
MALE	4.6	42.9	26.5	19.9	6.1
AGE					
UNDER 30	4.8	42.9	31.0	16.7	4.8
30-44	6.5	42.9	23.4	22.5	4.8
45 PLUS	2.9	44.2	26.1	19.6	7.2
TIME IN REGION VII					
< 3 YEARS	3.4	45.5	22.7	21.6	6.8
3 TO 8 YEARS	3.7	41.6	28.6	21.1	5.0
9 OR MORE	7.3	43.6	23.6	20.0	5.5
POSITION					
SUPERVISORY	3.1	43.8	25.0	20.3	7.8
NON-SUPERVISORY	5.4	43.9	25.2	20.4	5.1

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with purchasing services
(N=431)

Row%	Q63B PURCHASING SERVICES				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	3.5	31.0	38.8	21.5	5.2
ETHNIC BACKGROUND					

WHITE	3.2	29.9	38.2	23.9	4.9
NON-WHITE	5.6	40.7	42.6	7.4	3.7
RESPONDENT'S SEX					

FEMALE	2.8	33.6	39.2	18.4	6.0
MALE	4.6	28.2	37.4	25.1	4.6
AGE					

UNDER 30	0.0	22.0	43.9	24.4	9.8
30-44	4.3	31.9	37.5	21.6	4.7
45 PLUS	3.7	32.4	37.5	21.3	5.1
TIME IN REGION VII					

< 3 YEARS	0.0	30.2	45.3	19.8	4.7
3 TO 8 YEARS	3.7	26.5	40.1	22.8	6.8
9 OR MORE	4.9	35.4	33.5	22.0	4.3
POSITION					

SUPERVISORY	4.7	28.1	31.3	28.1	7.8
NON-SUPERVISORY	3.4	31.9	39.6	20.2	4.8

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with graphics support
(N=431)

Row%	Q63C GRAPHICS SUPPORT				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	18.1	40.4	37.1	4.0	0.5
ETHNIC BACKGROUND					

WHITE	18.2	40.6	37.2	3.5	0.6
NON-WHITE	20.8	35.8	35.8	7.5	0.0
RESPONDENT'S SEX					

FEMALE	19.8	38.7	35.9	5.1	0.5
MALE	17.0	41.8	37.6	3.1	0.5
AGE					

UNDER 30	14.3	28.6	52.4	4.8	0.0
30-44	22.2	36.1	36.5	4.8	0.4
45 PLUS	13.2	50.7	32.4	2.9	0.7
TIME IN REGION VII					

< 3 YEARS	12.6	34.5	48.3	4.6	0.0
3 TO 8 YEARS	19.3	37.9	37.3	5.0	0.6
9 OR MORE	20.2	46.6	29.4	3.1	0.6
POSITION					

SUPERVISORY	20.3	45.3	31.3	1.6	1.6
NON-SUPERVISORY	18.0	39.4	37.7	4.6	0.3

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with computer services
(N=431)

Row%	Q63D COMPUTER SERVICE				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	17.8	47.2	21.3	11.1	2.6
ETHNIC BACKGROUND					

WHITE	17.3	48.3	19.1	12.7	2.6
NON-WHITE	23.6	43.6	27.3	5.5	0.0
RESPONDENT'S SEX					

FEMALE	19.9	49.5	18.5	10.2	1.9
MALE	16.4	44.1	23.6	12.8	3.1
AGE					

UNDER 30	7.5	55.0	32.5	0.0	5.0
30-44	24.1	44.8	16.8	11.6	2.6
45 PLUS	11.8	48.5	23.5	14.7	1.5
TIME IN REGION VII					

< 3 YEARS	17.4	52.3	20.9	8.1	1.2
3 TO 8 YEARS	21.0	40.1	23.5	12.3	3.1
9 OR MORE	16.0	50.9	18.4	12.3	2.5
POSITION					

SUPERVISORY	12.5	50.0	14.1	21.9	1.6
NON-SUPERVISORY	19.1	46.9	22.0	9.4	2.6

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with geographic information services
(N=431)

Row%	Q63E GEO INFO SERVICE				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	4.1	13.8	70.4	9.0	2.7
ETHNIC BACKGROUND					
WHITE	3.3	13.6	70.7	9.2	3.3
NON-WHITE	9.4	15.1	69.8	5.7	0.0
RESPONDENT'S SEX					
FEMALE	5.2	18.0	70.6	4.7	1.4
MALE	3.2	8.9	70.5	13.7	3.7
AGE					
UNDER 30	0.0	14.6	75.6	7.3	2.4
30-44	7.5	11.9	70.9	8.4	1.3
45 PLUS	0.0	16.7	68.2	10.6	4.5
TIME IN REGION VII					
< 3 YEARS	1.2	12.9	77.6	7.1	1.2
3 TO 8 YEARS	6.3	13.1	71.9	6.3	2.5
9 OR MORE	3.8	14.6	65.6	12.7	3.2
POSITION					
SUPERVISORY	1.6	17.5	58.7	20.6	1.6
NON-SUPERVISORY	4.7	13.2	72.7	6.7	2.6

EPA REGION VII WORKING CONDITIONS

Question 64: I am satisfied with the working environment at Region VII
(N=431)

Row%	Q64 WORKING ENVIRONMENT				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	7.3	47.3	23.8	17.6	4.0
ETHNIC BACKGROUND					
WHITE	7.7	49.0	22.9	17.8	2.6
NON-WHITE	7.3	47.3	18.2	14.5	12.7
RESPONDENT'S SEX					
FEMALE	7.3	45.9	22.5	18.3	6.0
MALE	7.7	50.0	24.0	16.8	1.5
AGE					
UNDER 30	7.1	57.1	21.4	14.3	0.0
30-44	7.8	47.0	22.8	18.5	3.9
45 PLUS	7.3	47.4	22.6	17.5	5.1
TIME IN REGION VII					
< 3 YEARS	5.7	63.6	9.1	21.6	0.0
3 TO 8 YEARS	5.5	47.2	26.4	16.6	4.3
9 OR MORE	10.4	39.9	27.6	16.6	5.5
POSITION					
SUPERVISORY	10.9	50.0	28.1	10.9	0.0
NON-SUPERVISORY	6.8	47.6	22.1	19.0	4.5

EPA REGION VII WORKING CONDITIONS

Question 72: Region VII offers training to enhance my job skills
(N=431)

Row%	Q72 JOB SKILLS TRAINING				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	7.0	58.9	14.6	15.3	4.2
ETHNIC BACKGROUND					

WHITE	7.2	58.5	15.8	14.6	4.0
NON-WHITE	8.9	64.3	8.9	16.1	1.8
RESPONDENT'S SEX					

FEMALE	10.1	59.2	14.7	11.5	4.6
MALE	4.1	59.4	14.2	18.3	4.1
AGE					

UNDER 30	4.7	55.8	20.9	11.6	7.0
30-44	8.7	61.0	13.0	12.6	4.8
45 PLUS	5.8	57.2	15.2	18.8	2.9
TIME IN REGION VII					

< 3 YEARS	6.7	57.3	16.9	13.5	5.6
3 TO 8 YEARS	6.2	62.3	13.0	14.8	3.7
9 OR MORE	8.5	57.9	15.2	14.0	4.3
POSITION					

SUPERVISORY	10.9	70.3	12.5	6.3	0.0
NON-SUPERVISORY	6.5	57.1	15.0	16.4	5.1

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with motor pool services
(N=431)

Row%	Q73A MOTOR POOL SVCS				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					

	5.2	28.3	46.7	14.5	5.2
ETHNIC BACKGROUND					

WHITE	5.8	29.4	44.7	15.0	5.2
NON-WHITE	1.9	26.9	57.7	11.5	1.9
RESPONDENT'S SEX					

FEMALE	3.7	24.3	54.7	12.6	4.7
MALE	7.2	33.3	37.9	16.4	5.1
AGE					

UNDER 30	4.9	24.4	56.1	9.8	4.9
30-44	3.5	27.0	47.8	16.5	5.2
45 PLUS	8.8	33.1	41.2	12.5	4.4
TIME IN REGION VII					

< 3 YEARS	3.4	24.1	57.5	10.3	4.6
3 TO 8 YEARS	4.3	23.0	49.1	16.1	7.5
9 OR MORE	7.5	36.6	37.9	14.9	3.1
POSITION					

SUPERVISORY	3.1	39.1	29.7	23.4	4.7
NON-SUPERVISORY	5.7	26.4	49.7	12.9	5.2

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with telephone system
(N=431)

Row%	Q73B TELEPHONE SYSTEM				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	21.9	58.8	12.9	5.6	0.7
ETHNIC BACKGROUND					

WHITE	22.6	58.2	13.2	5.4	0.6
NON-WHITE	18.2	67.3	9.1	5.5	0.0
RESPONDENT'S SEX					

FEMALE	23.9	58.3	11.9	5.5	0.5
MALE	20.4	59.7	14.3	5.1	0.5
AGE					

UNDER 30	23.3	55.8	18.6	0.0	2.3
30-44	22.1	58.4	14.7	4.3	0.4
45 PLUS	22.6	59.9	8.8	8.8	0.0
TIME IN REGION VII					

< 3 YEARS	19.3	56.8	13.6	8.0	2.3
3 TO 8 YEARS	23.6	56.5	14.9	5.0	0.0
9 OR MORE	22.4	61.8	10.9	4.8	0.0
POSITION					

SUPERVISORY	23.4	65.6	6.3	4.7	0.0
NON-SUPERVISORY	21.8	57.8	13.9	5.7	0.8

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with rest room facility maintenance
(N=431)

Row%	Q73C REST ROOM MAINT				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	7.7	51.5	18.0	15.0	7.7
ETHNIC BACKGROUND					
WHITE	7.4	52.9	16.6	16.3	6.9
NON-WHITE	8.9	51.8	21.4	8.9	8.9
RESPONDENT'S SEX					
FEMALE	7.7	44.5	17.3	20.5	10.0
MALE	8.2	60.2	18.4	9.2	4.1
AGE					
UNDER 30	7.0	58.1	18.6	9.3	7.0
30-44	8.6	50.0	18.1	15.9	7.3
45 PLUS	7.2	53.6	15.9	15.9	7.2
TIME IN REGION VII					
< 3 YEARS	6.7	53.9	20.2	14.6	4.5
3 TO 8 YEARS	9.9	50.6	19.8	12.3	7.4
9 OR MORE	6.7	52.1	14.5	18.2	8.5
POSITION					
SUPERVISORY	3.1	62.5	15.6	15.6	3.1
NON-SUPERVISORY	8.7	50.1	18.0	14.9	8.2

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with air temperature maintenance
(N=431)

Row%	Q73D AIR TEMP MAINT				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	1.9	25.8	17.8	37.7	16.9
ETHNIC BACKGROUND					

WHITE	1.7	25.7	17.7	39.1	15.7
NON-WHITE	1.8	28.6	23.2	26.8	19.6
RESPONDENT'S SEX					

FEMALE	1.8	24.5	20.5	33.2	20.0
MALE	2.0	27.0	15.8	42.3	12.8
AGE					

UNDER 30	0.0	25.6	14.0	39.5	20.9
30-44	2.2	23.3	19.0	36.6	19.0
45 PLUS	2.2	29.7	18.8	38.4	10.9
TIME IN REGION VII					

< 3 YEARS	0.0	28.1	21.3	36.0	14.6
3 TO 8 YEARS	1.9	23.5	19.1	40.1	15.4
9 OR MORE	3.0	27.3	15.2	36.4	18.2
POSITION					

SUPERVISORY	0.0	32.8	23.4	32.8	10.9
NON-SUPERVISORY	2.3	24.8	17.2	38.0	17.7

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with meeting room schedule
(N=431)

Row%	Q73E MEETING ROOM				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	7.5	49.6	27.1	11.5	4.2
ETHNIC BACKGROUND					

WHITE	6.9	50.1	26.4	12.3	4.3
NON-WHITE	10.9	50.9	29.1	7.3	1.8
RESPONDENT'S SEX					

FEMALE	9.6	45.9	25.7	13.8	5.0
MALE	5.1	54.1	28.1	9.7	3.1
AGE					

UNDER 30	7.0	58.1	32.6	2.3	0.0
30-44	6.9	45.0	29.0	14.3	4.8
45 PLUS	8.8	54.7	21.2	10.9	4.4
TIME IN REGION VII					

< 3 YEARS	6.9	49.4	28.7	9.2	5.7
3 TO 8 YEARS	7.4	47.5	25.9	14.2	4.9
9 OR MORE	7.9	51.5	27.3	10.9	2.4
POSITION					

SUPERVISORY	7.8	53.1	14.1	17.2	7.8
NON-SUPERVISORY	7.6	49.3	29.2	10.5	3.4

EPA REGION VII WORKING CONDITIONS

Question 74: I feel valued and respected as an employee of Region VII
(N=431)

Row%	Q74 VALUED EMPLOYEE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	6.8	49.6	22.4	17.2	4.0
ETHNIC BACKGROUND					
WHITE	7.2	53.7	20.1	17.0	2.0
NON-WHITE	7.1	33.9	30.4	17.9	10.7
RESPONDENT'S SEX					
FEMALE	6.9	50.0	18.8	17.9	6.4
MALE	7.1	51.0	24.5	16.3	1.0
AGE					
UNDER 30	2.3	60.5	20.9	11.6	4.7
30-44	7.4	47.6	22.9	17.7	4.3
45 PLUS	8.0	53.3	19.0	16.8	2.9
TIME IN REGION VII					
< 3 YEARS	5.6	58.4	15.7	19.1	1.1
3 TO 8 YEARS	5.5	47.9	22.1	19.0	5.5
9 OR MORE	9.3	48.1	23.5	15.4	3.7
POSITION					
SUPERVISORY	12.5	59.4	20.3	6.3	1.6
NON-SUPERVISORY	5.9	48.7	21.5	19.5	4.2

EPA REGION VII WORKING CONDITIONS

Question 75: My immediate work environment is physically safe
(N=431)

Row%	Q75 PHYSICALLY SAFE ENVIRONMENT				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	13.2	66.8	8.9	7.5	3.5
ETHNIC BACKGROUND					
WHITE	13.2	67.0	8.3	8.0	3.4
NON-WHITE	14.5	69.1	9.1	1.8	5.5
RESPONDENT'S SEX					
FEMALE	13.2	64.4	11.9	5.9	4.6
MALE	13.3	70.4	5.1	8.7	2.6
AGE					
UNDER 30	9.3	76.7	4.7	9.3	0.0
30-44	13.0	65.8	8.2	7.4	5.6
45 PLUS	15.2	65.9	10.9	6.5	1.4
TIME IN REGION VII					
< 3 YEARS	14.8	64.8	8.0	9.1	3.4
3 TO 8 YEARS	12.3	69.8	6.2	6.8	4.9
9 OR MORE	13.9	64.8	12.1	6.7	2.4
POSITION					
SUPERVISORY	20.3	62.5	9.4	4.7	3.1
NON-SUPERVISORY	12.1	67.8	8.8	7.6	3.7

Working Conditions: By Race

Means for Q55, Q56, Q64 and Q74

Graph 39

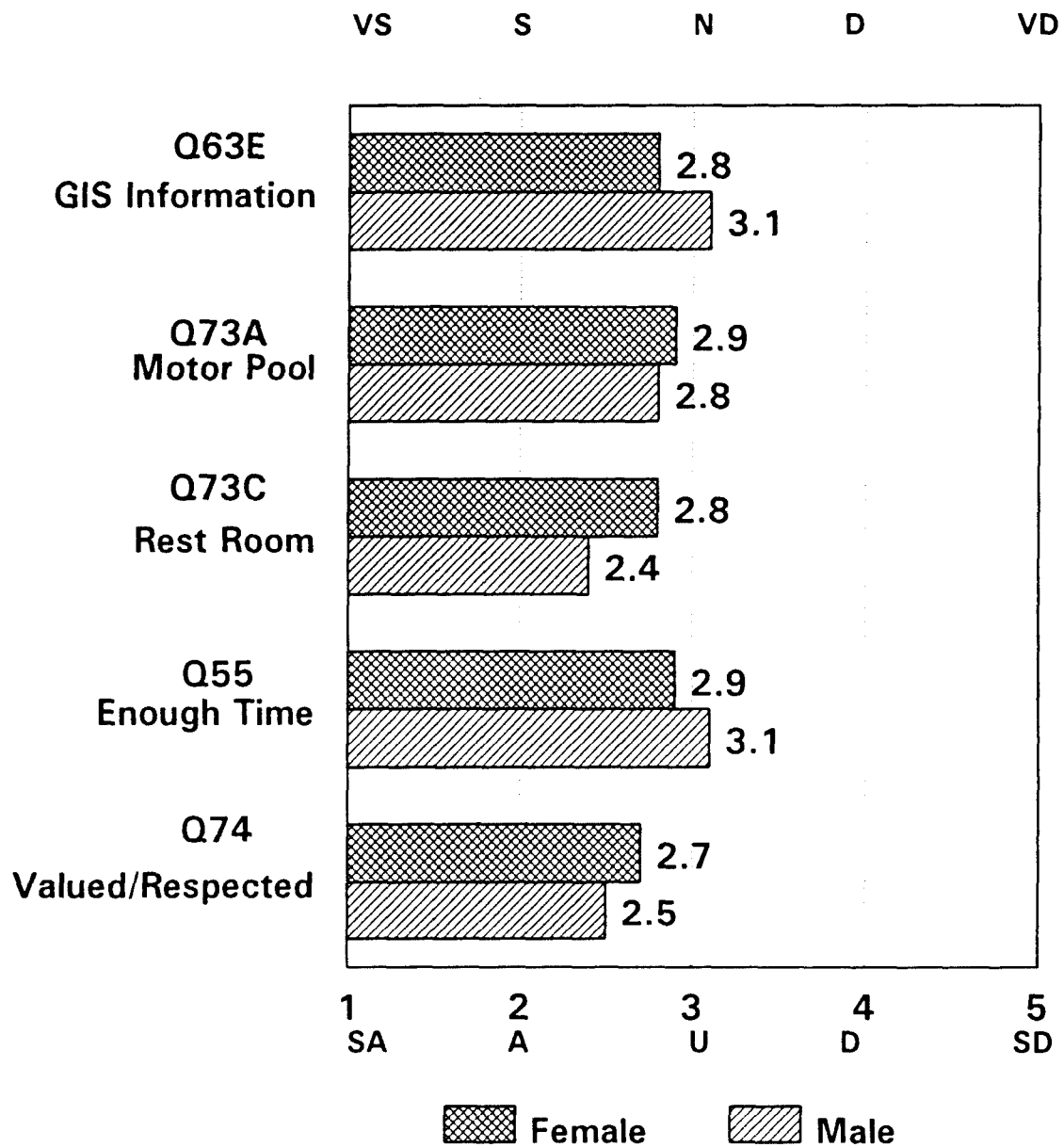


Only questions with significant
Chi-squares are shown.

Working Conditions: By Sex

Means for Q55, Q63E, Q73A, Q73C and Q74

Graph 40

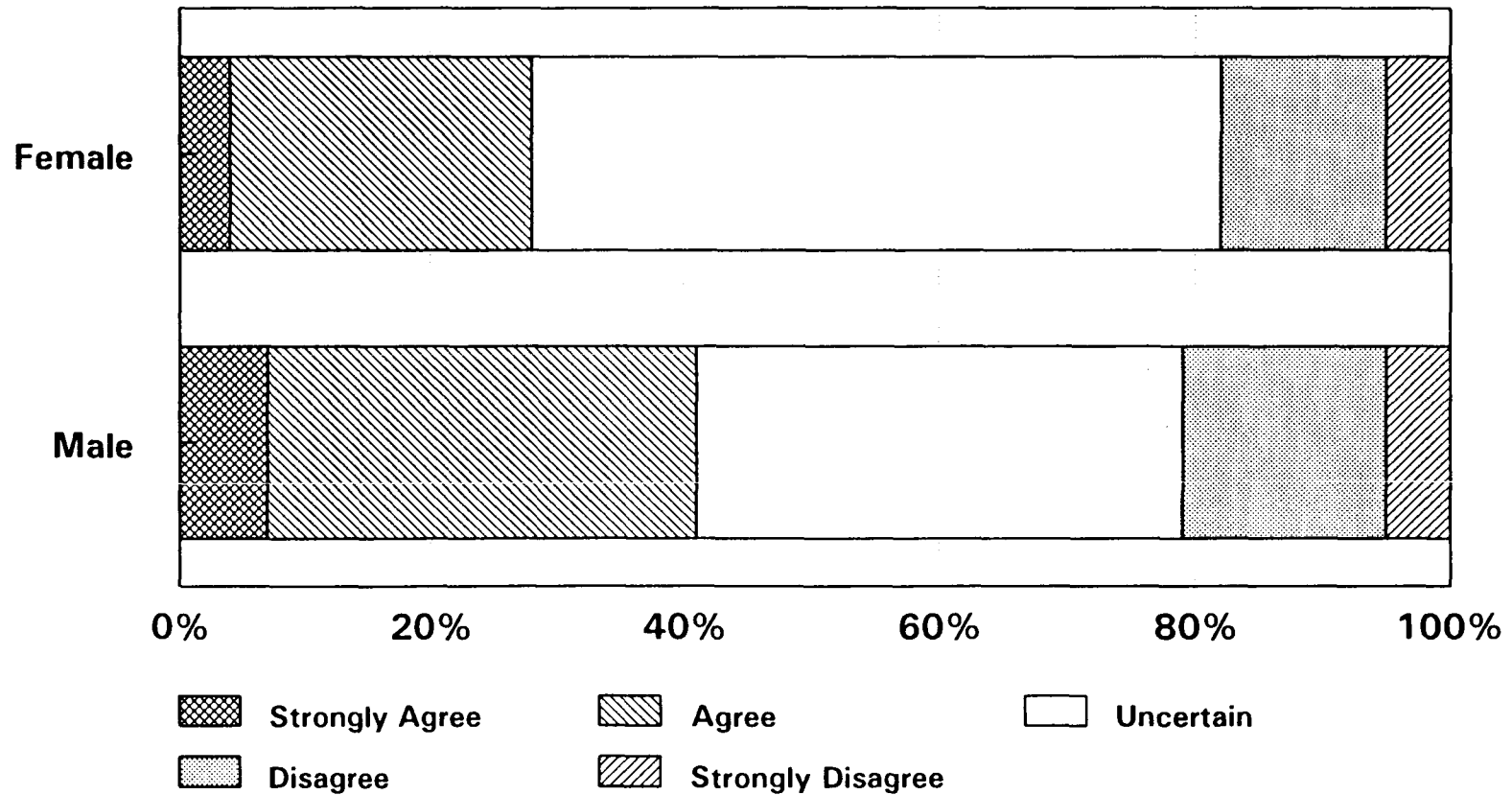


Only questions with significant
Chi-squares are shown.

Working Conditions: By Sex

Distribution For Q73 (Motor Pool)

Graph 41



Only questions with similar means and significant Chi-squares are shown.

Working Conditions: By Age

Means for Q58 and Q63D

Graph 42

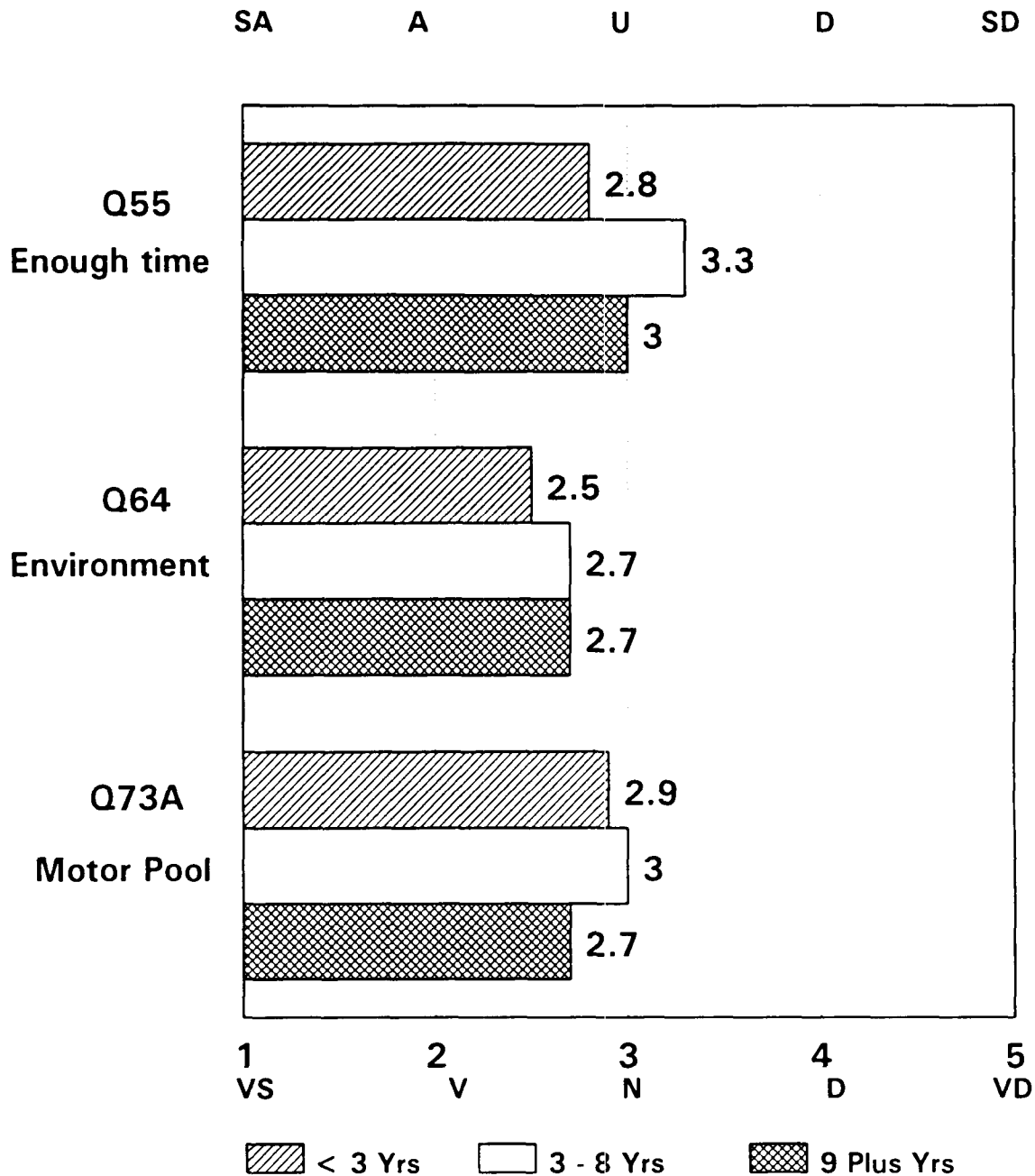


Only questions with significant
Chi-squares are shown.

Working Conditions: By Years Employed

Means for Q55, Q64 and Q73A

Graph 43

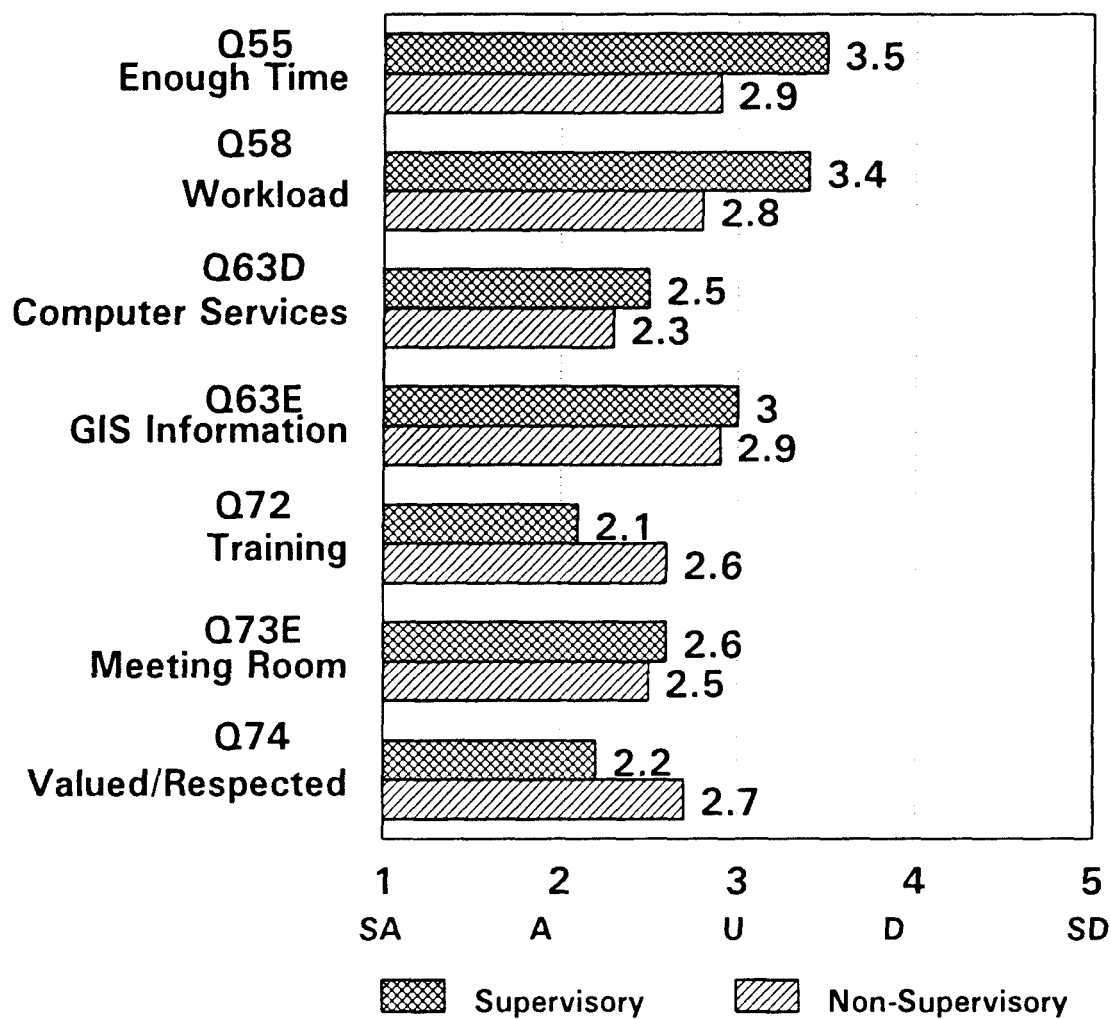


Only questions with significant
Chi-squares are shown.

Working Conditions: By Supervisory Role

Means for Q55, Q58, Q63D, Q63E Q72, Q73E and Q74

Graph 44

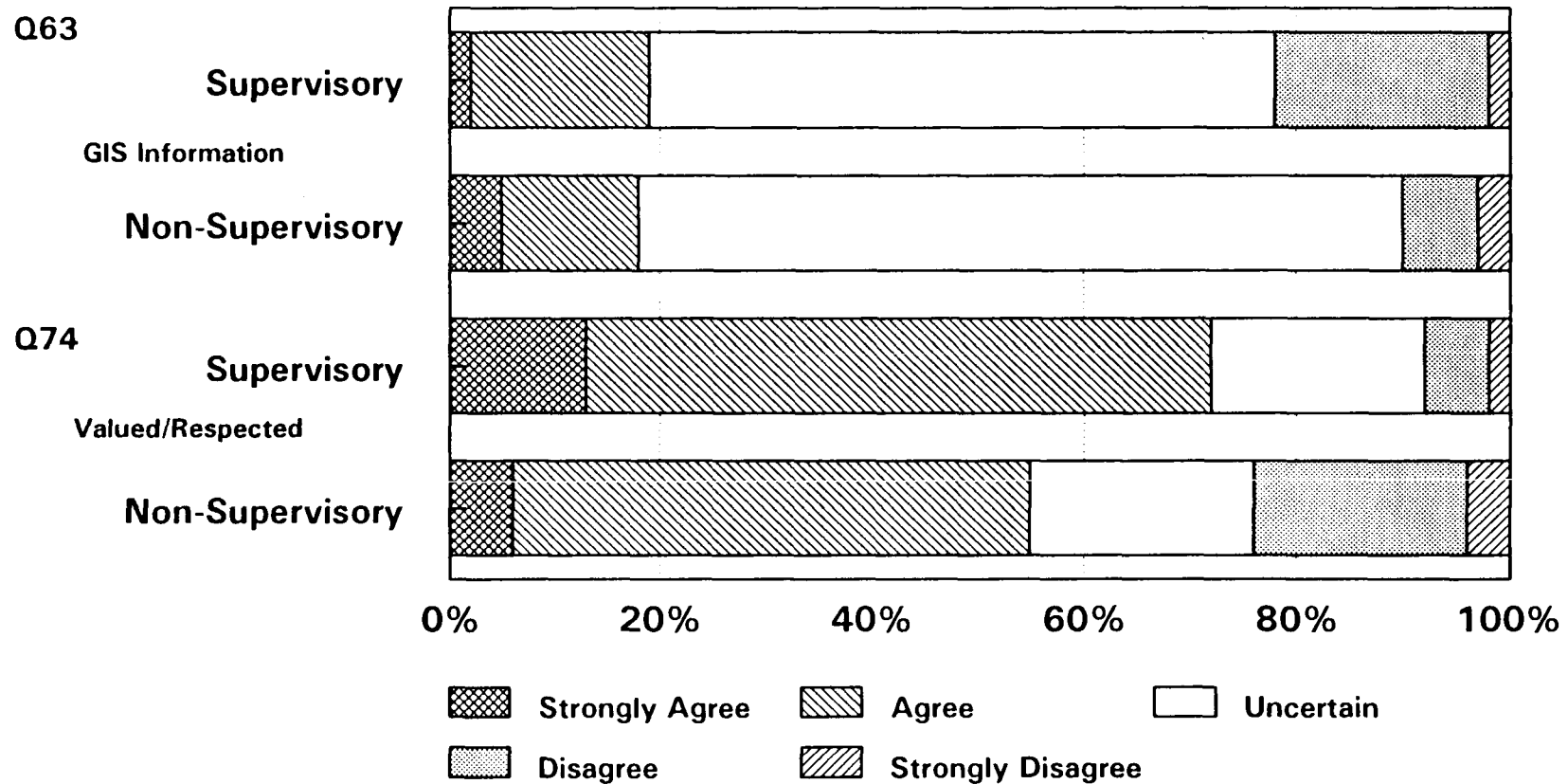


Only questions with significant
Chi-squares are shown.

Working Conditions: By Supervisory Role

Distributions For Q63 and Q74

Graph 45



Only questions with similar means and significant Chi-squares are shown.

General Personnel

Number of Questions:

13 questions (Q2, Q5, Q10, Q18, Q26, Q51: 5 subparts, Q65, Q66, Q67)

- All questions except Q2, Q5, Q10, Q18 and Q26 requested a rating.
- Questions 2, 5 and 10 requested one of two alternatives.
- Question 18 requested the top four most beneficial program categories.
- Question 26 requested the top four most beneficial NEW programs.

Preference Questions

Slightly more than half of the employees would prefer more money allocated for technical training (skills development for immediate job), while others would prefer money for personal or professional development (skills and attitude development for personal and career advancement in the future) (Q2).

- Non-whites had a slightly stronger preference for personal or professional development, while whites had a slightly stronger preference for technical training.
- Females had a slightly stronger preference for personal or professional development, while males had a slightly stronger preference for technical training.

The majority of employees would prefer cash (rather than time off) as an award in the Special Act or Service Award program. Persons who would prefer "time off" tend to be females or non-supervisory staff.

Beneficial Programs

The top five programs which are considered to be beneficial to employees include:

- Current Technology (LAN, Voice Mail, Video Conferencing, Computer Systems Training).
- Details and Rotations
- In-house Training Program
- Tuition Assistance for Continuing Education
- Furniture, Equipment and Building Maintenance

More than one-third of the non-whites also selected Developmental Programs. Tuition Assistance for Continuing Education was selected more frequently than was Current Technology.

The top five new programs which were considered to be beneficial to employees include:

- Fitness Center
- Work at Home
- Assessment of Supervisors by Employees
- Child Care Facility
- Environmentally Friendly Transportation Program (car pools, bike racks, walking and jogging tracks at worksite)

Supervisory staff also included Life and Estate Planning as one of major interest.

Major Observations

The highest General Personnel rating was given by "Supervisory" staff.

Differences By Race

Non-whites had a stronger level of disagreement that hiring and promotion practices appeared to be fair (Q67).

Differences By Sex

Males had a stronger level of dissatisfaction with Career Counseling (Q51).

Females had a stronger level of disagreement that hiring and promotion practices appeared to be fair (Q67).

Differences By Age

Employees at least age 45 were more satisfied with Office Supply Services and Photo Copying Facilities (Q51).

Employees at least age 45 had a stronger level of agreement with their understanding of the employee benefit package (Q65).

Differences By Years Employment

Employees with less than 3 years employment had a stronger level of dissatisfaction with Office Supply Services and Photo Copying Facilities (Q51).

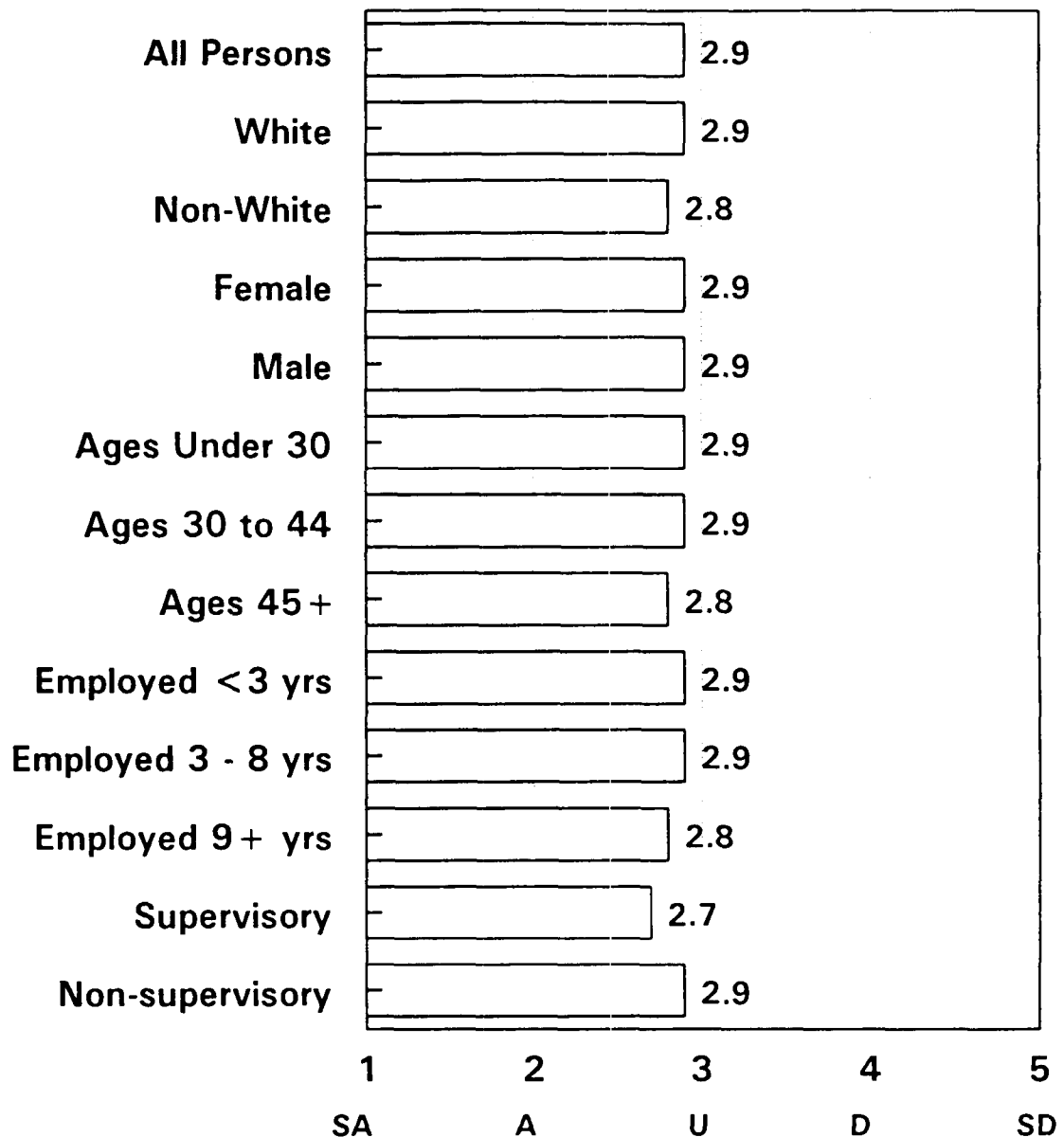
Employees with at least 9 years employment had a stronger level of satisfaction with the Centralized Processing of Travel and Time Keeping (Q51).

Differences By Supervisory Role

Non-supervisory employees had a stronger level of disagreement that hiring and promotion practices appeared to be fair (Q67).

Comparison of Mean Ratings For General Personnel By Major Subgroups

Graph 46



EPA REGION VII GENERAL PERSONNEL

Question 2: Money for technical training or professional development
(N=431)

Row%	Q2 MONEY ALLOCATED	
	TECH	PROF
	TRAINING	DEVELOPMENT
	=====	=====
TOTAL		

	57.0	43.0
ETHNIC BACKGROUND		

WHITE	60.4	39.6
NON-WHITE	35.2	64.8
RESPONDENT'S SEX		

FEMALE	46.4	53.6
MALE	67.4	32.6
AGE		

UNDER 30	50.0	50.0
30-44	56.6	43.4
45 PLUS	57.1	42.9
TIME IN REGION VII		

< 3 YEARS	59.0	41.0
3 TO 8 YEARS	58.6	41.4
9 OR MORE	52.8	47.2
POSITION		

SUPERVISORY	54.8	45.2
NON-SUPERVISORY	57.1	42.9

EPA REGION VII GENERAL PERSONNEL

Question 5: More money designated for training or awards
(N=431)

Row%	Q5 PREFERENCE	
	TRAINING MONEY	AWARDS MONEY
	=====	=====
TOTAL		

	56.6	43.4
ETHNIC BACKGROUND		

WHITE	54.8	45.2
NON-WHITE	57.1	42.9
RESPONDENT'S SEX		

FEMALE	56.3	43.7
MALE	55.2	44.8
AGE		

UNDER 30	70.7	29.3
30-44	53.9	46.1
45 PLUS	54.1	45.9
TIME IN REGION VII		

< 3 YEARS	65.1	34.9
3 TO 8 YEARS	53.8	46.3
9 OR MORE	53.4	46.6
POSITION		

SUPERVISORY	56.5	43.5
NON-SUPERVISORY	56.0	44.0

EPA REGION VII GENERAL PERSONNEL

Question 10: Type of Special Act or Service Award preferred
(N=431)

Row%	Q10 AWARD PREFERRED	

	CASH	TIME OFF
	=====	
TOTAL		

	84.2	15.8
ETHNIC BACKGROUND		

WHITE	83.9	16.1
NON-WHITE	83.9	16.1
RESPONDENT'S SEX		

FEMALE	80.3	19.7
MALE	88.2	11.8
AGE		

UNDER 30	78.0	22.0
30-44	83.5	16.5
45 PLUS	87.7	12.3
TIME IN REGION VII		

< 3 YEARS	80.5	19.5
3 TO 8 YEARS	83.4	16.6
9 OR MORE	87.1	12.9
POSITION		

SUPERVISORY	93.7	6.3
NON-SUPERVISORY	82.4	17.6

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4 responses allowed)

Row%	Q18 TOP PROGRAM					
	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE COUNSEL	DIVERSITY	ROTATIONS
TOTAL	24.9	18.2	31.7	11.0	12.5	45.1
ETHNIC BACKGROUND						
WHITE	22.8	16.1	27.4	9.4	8.8	46.2
NON-WHITE	32.7	34.6	59.6	21.2	28.8	46.2
RESPONDENT'S SEX						
FEMALE	24.2	27.1	40.1	15.5	15.9	45.4
MALE	25.5	8.7	23.4	6.5	8.7	44.6
AGE						
UNDER 30	31.6	23.7	52.6	18.4	10.5	44.7
30-44	24.9	20.8	32.6	12.7	12.7	48.0
45 PLUS	22.5	13.2	25.6	6.2	13.2	39.5
TIME IN REGION VII						
< 3 YEARS	18.3	19.5	36.6	12.2	14.6	39.0
3 TO 8 YEARS	24.5	21.2	32.5	12.6	12.6	51.7
9 OR MORE	28.0	15.3	29.3	9.6	11.5	40.8
POSITION						
SUPERVISORY	25.0	23.4	18.8	1.6	10.9	46.9
NON-SUPERVISORY	24.3	17.3	35.0	13.1	12.5	45.0

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4 responses allowed)
(Continued)

Row%	Q18 TOP PROGRAM					
	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	NEW EMPLOYEE	
TOTAL	68.8	30.9	23.9	18.0	19.0	6.7
ETHNIC BACKGROUND						
WHITE	73.3	33.1	25.8	17.0	20.7	7.0
NON-WHITE	48.1	17.3	17.3	21.2	9.6	3.8
RESPONDENT'S SEX						
FEMALE	68.6	24.2	32.4	15.0	19.3	8.2
MALE	70.1	38.6	14.7	20.7	17.9	4.9
AGE						
UNDER 30	63.2	26.3	23.7	18.4	26.3	13.2
30-44	72.4	29.0	25.8	14.9	13.6	6.8
45 PLUS	66.7	36.4	21.7	20.9	24.8	4.7
TIME IN REGION VII						
< 3 YEARS	73.2	24.4	26.8	13.4	19.5	13.4
3 TO 8 YEARS	70.2	31.1	21.9	13.2	16.6	3.3
9 OR MORE	66.9	33.8	24.2	24.2	20.4	6.4
POSITION						
SUPERVISORY	70.3	37.5	17.2	15.6	20.3	10.9
NON-SUPERVISORY	69.0	29.2	25.5	18.2	18.5	5.8

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4 responses allowed)
(Continued)

Row%	Q18 TOP PROGRAM		TOTAL
	IN-HOUSE TRAIN	TQM PROGRAM	
TOTAL	44.4	21.2	100.0
ETHNIC BACKGROUND			
WHITE	45.6	21.9	100.0
NON-WHITE	38.5	15.4	100.0
RESPONDENT'S SEX			
FEMALE	40.6	12.6	100.0
MALE	48.9	31.5	100.0
AGE			
UNDER 30	28.9	15.8	100.0
30-44	45.2	18.6	100.0
45 PLUS	46.5	28.7	100.0
TIME IN REGION VII			
< 3 YEARS	46.3	13.4	100.0
3 TO 8 YEARS	41.7	21.9	100.0
9 OR MORE	45.9	25.5	100.0
POSITION			
SUPERVISORY	50.0	35.9	100.0
NON-SUPERVISORY	43.8	18.2	100.0

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (TOP CHOICE)
(N=401)

Row%	Q18 TOP PROGRAM					
	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE COUNSEL	DIVERSITY	ROTATIONS
TOTAL	3.2	6.0	13.5	1.5	1.7	11.0
ETHNIC BACKGROUND						
WHITE	2.1	5.5	11.2	1.2	0.6	11.6
NON-WHITE	9.6	11.5	26.9	3.8	1.9	9.6
RESPONDENT'S SEX						
FEMALE	3.4	10.1	16.4	2.4	1.9	9.2
MALE	2.7	1.6	10.3	0.5	1.1	13.0
AGE						
UNDER 30	2.6	10.5	34.2	2.6	0.0	2.6
30-44	2.7	7.2	11.8	2.3	1.8	11.8
45 PLUS	3.9	3.1	10.1	0.0	1.6	12.4
TIME IN REGION VII						
< 3 YEARS	4.9	6.1	22.0	1.2	0.0	8.5
3 TO 8 YEARS	1.3	7.9	9.9	2.0	2.6	11.3
9 OR MORE	3.8	4.5	12.1	1.3	1.3	11.5
POSITION						
SUPERVISORY	3.1	6.3	7.8	0.0	0.0	15.6
NON-SUPERVISORY	3.0	6.1	14.9	1.8	1.5	10.0

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (TOP CHOICE)
(Continued)

Row%	Q18 TOP PROGRAM					
	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	NEW EMPLOYEE	
TOTAL	36.7	3.2	3.5	1.2	4.2	0.7
ETHNIC BACKGROUND						
WHITE	41.0	3.0	4.0	0.6	4.9	0.0
NON-WHITE	11.5	5.8	1.9	5.8	0.0	3.8
RESPONDENT'S SEX						
FEMALE	33.8	1.9	5.3	1.0	4.3	1.4
MALE	40.2	4.3	1.6	1.6	4.3	0.0
AGE						
UNDER 30	28.9	0.0	0.0	0.0	2.6	5.3
30-44	38.0	1.8	5.0	0.9	3.2	0.5
45 PLUS	37.2	6.2	2.3	2.3	6.2	0.0
TIME IN REGION VII						
< 3 YEARS	32.9	2.4	4.9	0.0	2.4	2.4
3 TO 8 YEARS	40.4	1.3	4.0	2.0	4.6	0.7
9 OR MORE	36.3	5.1	2.5	1.3	5.1	0.0
POSITION						
SUPERVISORY	39.1	4.7	9.4	3.1	0.0	0.0
NON-SUPERVISORY	36.5	2.7	2.4	0.9	5.2	0.9

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (TOP CHOICE)
(Continued)

Row%	Q18 TOP PROGRAM	
	IN-HOUSE	TQM
	TRAIN	PROGRAM
	=====	
TOTAL		

	9.2	4.2
ETHNIC BACKGROUND		

WHITE	10.0	4.3
NON-WHITE	3.8	3.8
RESPONDENT'S SEX		

FEMALE	6.3	2.4
MALE	12.0	6.5
AGE		

UNDER 30	10.5	0.0
30-44	8.1	5.0
45 PLUS	10.1	4.7
TIME IN REGION VII		

< 3 YEARS	11.0	1.2
3 TO 8 YEARS	7.3	4.6
9 OR MORE	9.6	5.7
POSITION		

SUPERVISORY	4.7	6.3
NON-SUPERVISORY	10.0	4.0

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (2ND CHOICE)
(N=431)

Row%	Q18B SECOND PROGRAM					
	NO 2ND CHOICE	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE DIVERSITY COUNSEL	
TOTAL	3.7	6.9	6.2	6.2	3.2	2.2
ETHNIC BACKGROUND						
WHITE	3.9	5.8	5.2	5.5	2.4	1.8
NON-WHITE	1.9	11.3	11.3	9.4	7.5	5.7
RESPONDENT'S SEX						
FEMALE	1.4	7.2	9.1	9.1	3.4	1.9
MALE	5.9	6.5	2.7	3.2	3.2	2.7
AGE						
UNDER 30	0.0	15.8	5.3	2.6	5.3	2.6
30-44	3.1	7.6	7.6	8.1	3.1	2.7
45 PLUS	5.4	3.1	3.9	4.7	2.3	1.6
TIME IN REGION VII						
< 3 YEARS	6.0	4.8	6.0	6.0	3.6	1.2
3 TO 8 YEARS	3.3	7.9	6.6	7.3	4.0	3.3
9 OR MORE	3.2	7.0	5.7	5.7	2.5	1.9
POSITION						
SUPERVISORY	3.1	4.7	7.8	4.7	0.0	3.1
NON-SUPERVISORY	3.9	6.9	5.7	6.6	3.9	2.1

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (2ND CHOICE)
(Continued)

Row%	Q18B SECOND PROGRAM					
	ROTATIONS	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	
TOTAL	12.7	16.6	9.9	4.5	5.5	4.0
ETHNIC BACKGROUND						
WHITE	14.2	15.8	11.5	5.2	5.5	4.5
NON-WHITE	5.7	22.6	1.9	0.0	3.8	1.9
RESPONDENT'S SEX						
FEMALE	13.0	13.9	8.7	7.2	5.3	3.8
MALE	11.9	19.5	11.9	1.6	4.9	4.3
AGE						
UNDER 30	21.1	15.8	5.3	2.6	5.3	2.6
30-44	10.8	17.0	10.8	4.5	3.1	3.1
45 PLUS	12.4	16.3	10.9	5.4	8.5	6.2
TIME IN REGION VII						
< 3 YEARS	12.0	22.9	9.6	4.8	1.2	2.4
3 TO 8 YEARS	15.2	10.6	9.9	3.3	4.0	3.3
9 OR MORE	10.1	18.4	10.8	5.7	8.2	5.7
POSITION						
SUPERVISORY	12.5	25.0	10.9	0.0	0.0	7.0
NON-SUPERVISORY	12.7	14.8	10.0	5.4	6.3	

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (2ND CHOICE)
(Continued)

Row%	Q18B SECOND PROGRAM		
	NEW EMPLOYEE	IN-HOUSE TRAIN	TQM PROGRAM
TOTAL	1.7	11.2	5.5
ETHNIC BACKGROUND			
WHITE	2.1	10.9	5.8
NON-WHITE	0.0	13.2	3.8
RESPONDENT'S SEX			
FEMALE	2.9	10.1	2.9
MALE	0.5	12.4	8.6
AGE			
UNDER 30	5.3	5.3	5.3
30-44	1.8	13.5	3.1
45 PLUS	0.8	8.5	10.1
TIME IN REGION VII			
< 3 YEARS	4.8	10.8	3.6
3 TO 8 YEARS	0.7	14.6	6.0
9 OR MORE	1.3	7.6	6.3
POSITION			
SUPERVISORY	3.1	9.4	7.8
NON-SUPERVISORY	1.5	11.5	5.1

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (3RD CHOICE)
(N=431)

Row%	Q18C THIRD PROGRAM					
	NO 3RD CHOICE	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE COUNSEL	DIVERSITY
=====						
TOTAL						
-----	7.9	7.4	3.5	5.7	3.5	3.2
ETHNIC BACKGROUND						

WHITE	8.2	8.2	3.6	4.8	3.3	2.1
NON-WHITE	1.9	5.7	3.8	11.3	3.8	7.5
RESPONDENT'S SEX						

FEMALE	3.4	7.7	4.3	7.7	5.3	3.8
MALE	11.9	7.6	2.7	3.8	1.6	2.7
AGE						

UNDER 30	0.0	7.9	2.6	7.9	2.6	0.0
30-44	7.6	7.6	2.7	6.3	4.5	2.7
45 PLUS	9.3	7.8	5.4	4.7	2.3	5.4
TIME IN REGION VII						

< 3 YEARS	9.6	4.8	4.8	3.6	4.8	1.2
3 TO 8 YEARS	9.3	9.3	2.6	7.9	3.3	2.0
9 OR MORE	5.1	7.6	3.8	5.1	3.2	5.7
POSITION						

SUPERVISORY	3.1	7.8	6.3	1.6	0.0	3.1
NON-SUPERVISORY	8.5	7.6	3.0	6.6	4.2	3.3

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (3RD CHOICE)
(Continued)

Row#	Q18C THIRD PROGRAM					
	ROTATIONS	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	
TOTAL	11.7	9.9	9.9	7.7	6.7	5.0
ETHNIC BACKGROUND						
WHITE	10.3	10.3	9.7	8.2	6.4	5.5
NON-WHITE	20.8	11.3	7.5	5.7	7.5	3.8
RESPONDENT'S SEX						
FEMALE	13.9	11.5	6.7	9.6	4.3	4.8
MALE	9.2	8.6	13.5	5.4	9.7	4.3
AGE						
UNDER 30	15.8	13.2	10.5	7.9	10.5	7.9
30-44	13.5	11.2	10.3	8.5	6.3	2.7
45 PLUS	7.0	7.8	9.3	6.2	6.2	7.0
TIME IN REGION VII						
< 3 YEARS	13.3	12.0	4.8	9.6	7.2	7.2
3 TO 8 YEARS	15.2	11.3	11.3	6.6	4.0	3.3
9 OR MORE	7.0	8.2	10.8	7.6	9.5	4.4
POSITION						
SUPERVISORY	7.8	3.1	14.1	3.1	9.4	9.4
NON-SUPERVISORY	12.4	11.5	8.8	8.8	6.3	3.6

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (3RD CHOICE)
(Continued)

Row%	Q18C THIRD PROGRAM		
	NEW EMPLOYEE	IN-HOUSE TRAIN	TQM PROGRAM
	=====		
TOTAL			
-----	2.0	11.9	4.0
ETHNIC BACKGROUND			

WHITE	2.1	12.7	4.5
NON-WHITE	0.0	7.5	1.9
RESPONDENT'S SEX			

FEMALE	1.9	11.5	3.4
MALE	1.6	12.4	4.9
AGE			

UNDER 30	0.0	7.9	5.3
30-44	2.2	10.8	3.1
45 PLUS	1.6	14.7	5.4
TIME IN REGION VII			

< 3 YEARS	3.6	8.4	4.8
3 TO 8 YEARS	0.7	10.6	2.6
9 OR MORE	1.9	15.2	5.1
POSITION			

SUPERVISORY	4.7	21.9	4.7
NON-SUPERVISORY	1.2	10.3	3.9

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4TH CHOICE)
(N=431)

Row%	Q18D FOURTH PROGRAM					
	NO 4TH CHOICE	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE DIVERSITY COUNSEL	
TOTAL	11.9	7.5	2.5	6.2	2.7	5.2
ETHNIC BACKGROUND						
WHITE	12.7	7.0	1.8	5.8	2.4	4.2
NON-WHITE	1.9	5.8	7.7	11.5	5.8	13.5
RESPONDENT'S SEX						
FEMALE	6.3	5.8	3.4	6.8	4.3	8.2
MALE	17.3	9.2	1.6	5.9	1.1	2.2
AGE						
UNDER 30	2.6	5.3	5.3	7.9	7.9	7.9
30-44	11.3	7.2	3.2	6.3	2.7	5.4
45 PLUS	14.7	7.8	0.8	6.2	1.6	4.7
TIME IN REGION VII						
< 3 YEARS	13.3	4.8	2.4	4.8	2.4	12.0
3 TO 8 YEARS	12.6	6.0	4.0	7.3	3.3	4.6
9 OR MORE	10.2	9.6	1.3	6.4	2.5	2.5
POSITION						
SUPERVISORY	9.4	9.4	3.1	4.7	1.6	4.7
NON-SUPERVISORY	12.1	7.0	2.4	6.7	3.0	5.5

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4TH CHOICE)
(Continued)

Row%	Q18D FOURTH PROGRAM					
	ROTATIONS	CURRENT TECH	FURNITURE	GUARD COVERAGE	WELLNESS	INDOOR AIR
TOTAL	10.0	6.0	8.0	8.2	4.5	5.7
ETHNIC BACKGROUND						
WHITE	10.3	6.4	8.8	8.5	4.5	5.8
NON-WHITE	9.6	3.8	3.8	9.6	3.8	3.8
RESPONDENT'S SEX						
FEMALE	9.2	9.7	7.2	10.1	4.3	6.3
MALE	10.8	2.2	8.6	5.9	4.3	4.9
AGE						
UNDER 30	5.3	5.3	10.5	13.2	2.6	13.2
30-44	12.2	6.8	6.3	7.7	4.5	4.5
45 PLUS	7.8	5.4	10.1	7.8	3.9	5.4
TIME IN REGION VII						
< 3 YEARS	6.0	6.0	7.2	7.2	4.8	7.2
3 TO 8 YEARS	9.9	7.9	8.6	7.9	3.3	5.3
9 OR MORE	12.1	4.5	7.6	8.3	5.1	5.1
POSITION						
SUPERVISORY	10.9	3.1	7.8	4.7	3.1	3.1
NON-SUPERVISORY	10.0	6.7	7.9	8.8	4.5	6.4

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4TH CHOICE)
(Continued)

Row%	Q18D FOURTH PROGRAM		
	NEW EMPLOYEE	IN-HOUSE TRAIN	TQM PROGRAM
TOTAL	2.2	11.9	7.5
ETHNIC BACKGROUND			
WHITE	2.7	11.8	7.3
NON-WHITE	0.0	13.5	5.8
RESPONDENT'S SEX			
FEMALE	1.9	12.6	3.9
MALE	2.7	11.9	11.4
AGE			
UNDER 30	2.6	5.3	5.3
30-44	2.3	12.6	7.2
45 PLUS	2.3	13.2	8.5
TIME IN REGION VII			
< 3 YEARS	2.4	15.7	3.6
3 TO 8 YEARS	1.3	9.3	8.6
9 OR MORE	3.2	13.4	8.3
POSITION			
SUPERVISORY	3.1	14.1	17.2
NON-SUPERVISORY	2.1	11.8	5.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4 choices permitted)

Row%	Q26 NEW PROGRAM 1					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	57.3	22.7	53.9	28.5	4.6	25.4
ETHNIC BACKGROUND						
WHITE	55.5	24.3	53.4	26.4	4.5	26.7
NON-WHITE	66.0	13.2	54.7	45.3	5.7	18.9
RESPONDENT'S SEX						
FEMALE	56.1	28.0	53.7	31.3	6.1	23.4
MALE	56.5	16.7	53.2	25.8	3.2	28.5
AGE						
UNDER 30	62.5	17.5	50.0	60.0	2.5	22.5
30-44	56.6	26.5	58.4	31.0	7.1	20.8
45 PLUS	53.4	17.6	45.8	15.3	1.5	34.4
TIME IN REGION VII						
< 3 YEARS	63.5	25.9	45.9	37.6	2.4	28.2
3 TO 8 YEARS	55.5	23.2	58.1	32.9	7.1	19.4
9 OR MORE	53.1	20.6	53.8	20.0	3.8	30.6
POSITION						
SUPERVISORY	59.7	16.1	53.2	25.8	6.5	30.6
NON-SUPERVISORY	56.3	23.8	54.0	29.3	4.4	24.6

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4 choices permitted)
(Continued)

Row%	Q26 NEW PROGRAM 1					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
	=====					
TOTAL						
-----	28.3	26.8	48.0	12.9	27.6	27.1
ETHNIC BACKGROUND						

WHITE	29.7	27.9	49.3	11.3	24.9	27.6
NON-WHITE	15.1	20.8	39.6	24.5	41.5	24.5
RESPONDENT'S SEX						

FEMALE	22.4	24.8	47.7	18.2	29.9	25.2
MALE	34.9	29.6	48.9	7.0	24.7	29.0
AGE						

UNDER 30	10.0	20.0	37.5	17.5	35.0	17.5
30-44	28.8	28.3	47.8	13.3	27.4	25.2
45 PLUS	33.6	27.5	52.7	10.7	25.2	32.8
TIME IN REGION VII						

< 3 YEARS	22.4	18.8	42.4	15.3	34.1	25.9
3 TO 8 YEARS	28.4	29.0	47.1	9.0	24.5	25.8
9 OR MORE	30.6	29.4	53.1	15.6	26.9	28.1
POSITION						

SUPERVISORY	40.3	27.4	50.0	6.5	27.4	32.3
NON-SUPERVISORY	25.8	26.7	47.5	14.4	27.6	26.1

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4 choices permitted)
(Continued)

Row%	Q26 NEW PROGRAM 1	TOTAL
	CASUAL DRESS	
	=====	
TOTAL		

	19.3	100.0
ETHNIC BACKGROUND		

WHITE	19.0	100.0
NON-WHITE	24.5	100.0
RESPONDENT'S SEX		

FEMALE	19.6	100.0
MALE	19.4	100.0
AGE		

UNDER 30	37.5	100.0
30-44	16.8	100.0
45 PLUS	19.1	100.0
TIME IN REGION VII		

< 3 YEARS	23.5	100.0
3 TO 8 YEARS	20.6	100.0
9 OR MORE	16.3	100.0
POSITION		

SUPERVISORY	17.7	100.0
NON-SUPERVISORY	19.9	100.0

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (TOP CHOICE)
(N=410)

Row%	Q26 NEW PROGRAM 1					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	21.2	4.1	22.0	7.8	0.2	6.3
ETHNIC BACKGROUND						
WHITE	19.6	4.7	23.4	6.2	0.3	6.8
NON-WHITE	34.0	1.9	18.9	13.2	0.0	0.0
RESPONDENT'S SEX						
FEMALE	19.6	7.0	22.0	8.4	0.5	6.1
MALE	22.6	1.1	22.6	6.5	0.0	6.5
AGE						
UNDER 30	32.5	2.5	12.5	17.5	0.0	10.0
30-44	20.4	4.0	25.2	8.8	0.0	4.4
45 PLUS	18.3	5.3	19.8	2.3	0.8	8.4
TIME IN REGION VII						
< 3 YEARS	23.5	5.9	14.1	10.6	1.2	5.9
3 TO 8 YEARS	19.4	3.9	27.1	10.3	0.0	4.5
9 OR MORE	21.3	3.8	21.9	3.8	0.0	8.1
POSITION						
SUPERVISORY	19.4	1.6	22.6	4.8	0.0	9.7
NON-SUPERVISORY	21.4	4.7	22.0	8.2	0.3	5.6

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (TOP CHOICE)
(Continued)

Row%	Q26 NEW PROGRAM 1					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
TOTAL	3.9	4.4	16.1	1.5	4.6	6.6
ETHNIC BACKGROUND						
WHITE	3.9	4.7	16.0	0.9	5.0	7.1
NON-WHITE	1.9	3.8	15.1	3.8	1.9	3.8
RESPONDENT'S SEX						
FEMALE	2.8	2.3	16.8	1.4	5.6	7.0
MALE	5.4	7.0	15.1	1.1	3.8	6.5
AGE						
UNDER 30	5.0	2.5	10.0	2.5	0.0	2.5
30-44	4.0	4.0	14.6	1.3	4.9	7.1
45 PLUS	3.8	6.1	20.6	0.8	6.1	6.9
TIME IN REGION VII						
< 3 YEARS	7.1	2.4	11.8	0.0	3.5	11.8
3 TO 8 YEARS	2.6	1.3	19.4	2.6	3.9	4.5
9 OR MORE	3.1	8.8	15.6	0.6	6.3	5.6
POSITION						
SUPERVISORY	4.8	8.1	14.5	0.0	6.5	6.5
NON-SUPERVISORY	3.5	3.8	16.4	1.8	4.4	6.7

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (TOP CHOICE)
(Continued)

Row%	Q26 NEW PROGRAM 1 ----- CASUAL DRESS =====
------	-----------------------------------------------------------

TOTAL

1.2

ETHNIC BACKGROUND

WHITE	1.2
NON-WHITE	1.9

RESPONDENT'S SEX

FEMALE	0.5
MALE	2.2

AGE

UNDER 30	2.5
30-44	1.3
45 PLUS	0.8

TIME IN REGION VII

< 3 YEARS	2.4
3 TO 8 YEARS	0.6
9 OR MORE	1.3

POSITION

SUPERVISORY	1.6
NON-SUPERVISORY	1.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (2ND CHOICE)
(N=431)

Row%	Q26B NEW PROGRAM 2					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	15.9	7.6	13.7	9.8	0.2	7.8
ETHNIC BACKGROUND						
WHITE	15.7	8.0	12.2	9.2	0.3	8.3
NON-WHITE	11.3	7.5	17.0	17.0	0.0	7.5
RESPONDENT'S SEX						
FEMALE	17.8	8.4	12.6	10.7	0.5	7.0
MALE	12.9	6.5	14.5	9.1	0.0	9.1
AGE						
UNDER 30	12.5	7.5	17.5	25.0	0.0	2.5
30-44	18.1	7.5	14.6	9.7	0.4	8.0
45 PLUS	11.5	7.6	10.7	6.1	0.0	9.2
TIME IN REGION VII						
< 3 YEARS	20.0	8.2	11.8	15.3	0.0	5.9
3 TO 8 YEARS	16.1	9.0	16.1	11.0	0.6	7.7
9 OR MORE	12.5	5.6	12.5	6.3	0.0	9.4
POSITION						
SUPERVISORY	16.1	6.5	14.5	9.7	0.0	6.5
NON-SUPERVISORY	15.8	7.6	13.2	10.0	0.3	8.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (2ND CHOICE)
(Continued)

Row#	Q26B NEW PROGRAM 2					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
TOTAL	8.0	7.8	12.0	3.4	4.6	5.1
ETHNIC BACKGROUND						
WHITE	9.2	8.9	12.2	2.7	4.2	5.0
NON-WHITE	1.9	1.9	11.3	9.4	5.7	5.7
RESPONDENT'S SEX						
FEMALE	6.1	7.9	10.7	6.1	4.2	5.1
MALE	10.8	7.5	12.9	0.5	4.8	5.4
AGE						
UNDER 30	5.0	5.0	7.5	2.5	5.0	7.5
30-44	7.1	7.5	11.1	3.1	4.4	4.9
45 PLUS	11.5	9.2	14.5	4.6	3.8	5.3
TIME IN REGION VII						
< 3 YEARS	5.9	7.1	8.2	4.7	7.1	3.5
3 TO 8 YEARS	6.5	7.1	10.3	0.6	4.5	6.5
9 OR MORE	11.3	8.1	15.0	5.6	3.1	5.0
POSITION						
SUPERVISORY	14.5	9.7	14.5	0.0	1.6	4.8
NON-SUPERVISORY	7.0	7.3	11.1	4.1	5.3	5.3

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (2ND CHOICE)
(Continued)

Row%	Q26B NEW PROGRAM 2	
	CASUAL	NO 2ND
	DRESS	CHOICE
	=====	

TOTAL

1.7	2.4
-----	-----

ETHNIC BACKGROUND

WHITE	1.8	2.4
NON-WHITE	1.9	1.9

RESPONDENT'S SEX

FEMALE	1.4	1.4
MALE	2.2	3.8

AGE

UNDER 30	2.5	0.0
30-44	1.8	1.8
45 PLUS	1.5	4.6

TIME IN REGION VII

< 3 YEARS	1.2	1.2
3 TO 8 YEARS	1.3	2.6
9 OR MORE	2.5	3.1

POSITION

SUPERVISORY	1.6	0.0
NON-SUPERVISORY	1.8	2.9

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (3RD CHOICE)
(N=431)

Row%	Q26C NEW PROGRAM 3					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	11.7	5.6	11.0	6.8	1.7	6.1
ETHNIC BACKGROUND						
WHITE	12.2	5.9	11.0	7.7	1.8	6.2
NON-WHITE	7.5	1.9	11.3	3.8	0.0	5.7
RESPONDENT'S SEX						
FEMALE	10.3	5.6	13.1	7.0	1.9	6.1
MALE	12.4	5.4	7.5	7.0	1.6	6.5
AGE						
UNDER 30	15.0	7.5	10.0	12.5	0.0	7.5
30-44	9.3	6.6	11.5	9.7	2.7	4.9
45 PLUS	13.7	3.1	8.4	0.8	0.8	7.6
TIME IN REGION VII						
< 3 YEARS	12.9	7.1	12.9	8.2	0.0	11.8
3 TO 8 YEARS	11.6	3.9	9.0	8.4	1.9	3.9
9 OR MORE	10.0	6.3	10.6	5.0	2.5	5.6
POSITION						
SUPERVISORY	14.5	1.6	11.3	11.3	4.8	6.5
NON-SUPERVISORY	10.9	6.2	10.9	6.2	1.2	6.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (3RD CHOICE)
(Continued)

Row%	Q26C NEW PROGRAM 3					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
	=====	=====	=====	=====	=====	=====
TOTAL						
-----	8.5	7.1	12.4	3.9	6.6	5.9
ETHNIC BACKGROUND						

WHITE	8.6	7.1	13.6	3.9	3.6	4.7
NON-WHITE	7.5	5.7	9.4	5.7	22.6	11.3
RESPONDENT'S SEX						

FEMALE	7.9	6.1	13.1	4.7	7.9	5.1
MALE	9.7	8.6	12.4	3.2	4.8	5.9
AGE						

UNDER 30	0.0	7.5	10.0	5.0	17.5	2.5
30-44	10.2	8.0	13.3	4.9	4.4	3.5
45 PLUS	9.2	6.1	12.2	2.3	6.9	9.9
TIME IN REGION VII						

< 3 YEARS	4.7	7.1	12.9	4.7	7.1	3.5
3 TO 8 YEARS	11.6	9.0	10.3	2.6	6.5	5.8
9 OR MORE	8.1	5.6	15.0	5.0	6.3	6.3
POSITION						

SUPERVISORY	9.7	1.6	14.5	4.8	4.8	4.8
NON-SUPERVISORY	8.5	7.9	12.3	3.8	6.7	5.9

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (3RD CHOICE)
(Continued)

Row%	Q26C NEW PROGRAM 3	
	CASUAL DRESS	NO 3RD CHOICE
	=====	
TOTAL		
-----	6.6	6.1
ETHNIC BACKGROUND		

WHITE	6.8	6.8
NON-WHITE	5.7	1.9
RESPONDENT'S SEX		

FEMALE	6.1	5.1
MALE	7.5	7.5
AGE		

UNDER 30	2.5	2.5
30-44	7.5	3.5
45 PLUS	6.9	12.2
TIME IN REGION VII		

< 3 YEARS	4.7	2.4
3 TO 8 YEARS	7.7	7.7
9 OR MORE	6.9	6.9
POSITION		

SUPERVISORY	8.1	1.6
NON-SUPERVISORY	6.5	7.0

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4TH CHOICE)
(N=431)

Row%	Q26D NEW PROGRAM 4					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	8.5	5.4	7.3	4.1	2.4	5.1
ETHNIC BACKGROUND						
WHITE	8.0	5.6	6.8	3.3	2.1	5.3
NON-WHITE	13.2	1.9	7.5	11.3	5.7	5.7
RESPONDENT'S SEX						
FEMALE	8.4	7.0	6.1	5.1	3.3	4.2
MALE	8.6	3.8	8.6	3.2	1.6	6.5
AGE						
UNDER 30	2.5	0.0	10.0	5.0	2.5	2.5
30-44	8.8	8.4	7.1	2.7	4.0	3.5
45 PLUS	9.9	1.5	6.9	6.1	0.0	9.2
TIME IN REGION VII						
< 3 YEARS	7.1	4.7	7.1	3.5	1.2	4.7
3 TO 8 YEARS	8.4	6.5	5.8	3.2	4.5	3.2
9 OR MORE	9.4	5.0	8.8	5.0	1.3	7.5
POSITION						
SUPERVISORY	9.7	6.5	4.8	0.0	1.6	8.1
NON-SUPERVISORY	8.2	5.3	7.9	5.0	2.6	4.7

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4TH CHOICE)
(Continued)

Row%	Q26D NEW PROGRAM 4					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
TOTAL	7.8	7.6	7.6	4.1	11.7	9.5
ETHNIC BACKGROUND						
WHITE	8.0	7.1	7.4	3.9	12.2	10.7
NON-WHITE	3.8	9.4	3.8	5.7	11.3	3.8
RESPONDENT'S SEX						
FEMALE	5.6	8.4	7.0	6.1	12.1	7.9
MALE	9.1	6.5	8.6	2.2	11.3	11.3
AGE						
UNDER 30	0.0	5.0	10.0	7.5	12.5	5.0
30-44	7.5	8.8	8.8	4.0	13.7	9.7
45 PLUS	9.2	6.1	5.3	3.1	8.4	10.7
TIME IN REGION VII						
< 3 YEARS	4.7	2.4	9.4	5.9	16.5	7.1
3 TO 8 YEARS	7.7	11.6	7.1	3.2	9.7	9.0
9 OR MORE	8.1	6.9	7.5	4.4	11.3	11.3
POSITION						
SUPERVISORY	11.3	8.1	6.5	1.6	14.5	16.1
NON-SUPERVISORY	6.7	7.6	7.6	4.7	11.1	8.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4TH CHOICE)
(Continued)

Row%	Q26D NEW PROGRAM 4	
	CASUAL	NO 4TH
	DRESS	CHOICE
=====		
TOTAL		

	9.8	9.0
ETHNIC BACKGROUND		

WHITE	9.2	10.4
NON-WHITE	15.1	1.9
RESPONDENT'S SEX		

FEMALE	11.7	7.0
MALE	7.5	11.3
AGE		

UNDER 30	30.0	7.5
30-44	6.2	6.6
45 PLUS	9.9	13.7
TIME IN REGION VII		

< 3 YEARS	15.3	10.6
3 TO 8 YEARS	11.0	9.0
9 OR MORE	5.6	8.1
POSITION		

SUPERVISORY	6.5	4.8
NON-SUPERVISORY	10.6	9.7

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with library services
(N=431)

Row%	Q51A LIBRARY SERVICES				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	18.6	43.1	32.6	4.3	1.4
ETHNIC BACKGROUND					
WHITE	19.4	43.5	32.2	4.1	0.9
NON-WHITE	13.0	44.4	33.3	5.6	3.7
RESPONDENT'S SEX					
FEMALE	19.1	41.9	34.0	3.3	1.9
MALE	18.6	44.8	30.9	4.6	1.0
AGE					
UNDER 30	20.0	37.5	32.5	5.0	5.0
30-44	18.2	43.7	33.8	3.0	1.3
45 PLUS	20.0	43.7	30.4	5.2	0.7
TIME IN REGION VII					
< 3 YEARS	14.9	33.3	43.7	5.7	2.3
3 TO 8 YEARS	20.0	44.4	29.4	5.0	1.3
9 OR MORE	20.4	46.9	29.6	1.9	1.2
POSITION					
SUPERVISORY	17.7	40.3	32.3	8.1	1.6
NON-SUPERVISORY	19.1	44.0	32.3	3.1	1.4

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with career counseling
(N=431)

Row%	Q51B CAREER COUNSELING				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	2.9	13.8	56.3	20.3	6.8
ETHNIC BACKGROUND					
WHITE	2.6	12.6	58.5	19.3	7.0
NON-WHITE	5.9	25.5	47.1	15.7	5.9
RESPONDENT'S SEX					
FEMALE	4.7	19.9	48.8	20.4	6.2
MALE	1.0	7.8	64.6	18.8	7.8
AGE					
UNDER 30	0.0	12.5	70.0	15.0	2.5
30-44	3.1	16.6	51.1	21.8	7.4
45 PLUS	3.8	9.8	61.4	17.4	7.6
TIME IN REGION VII					
< 3 YEARS	1.2	15.1	62.8	15.1	5.8
3 TO 8 YEARS	5.0	11.9	56.3	20.6	6.3
9 OR MORE	1.9	15.3	53.5	21.7	7.6
POSITION					
SUPERVISORY	6.5	17.7	51.6	22.6	1.6
NON-SUPERVISORY	2.3	13.4	57.6	18.9	7.8

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with benefits counseling
(N=431)

Row%	Q51C BENEFITS COUNSELING				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	4.1	28.5	42.2	19.7	5.5
ETHNIC BACKGROUND					
WHITE	4.1	29.1	41.0	20.6	5.2
NON-WHITE	3.8	30.8	50.0	11.5	3.8
RESPONDENT'S SEX					
FEMALE	4.7	34.7	38.0	17.8	4.7
MALE	3.6	22.3	46.6	20.7	6.7
AGE					
UNDER 30	5.0	17.5	50.0	22.5	5.0
30-44	5.2	32.2	39.1	18.3	5.2
45 PLUS	2.3	26.3	44.4	20.3	6.8
TIME IN REGION VII					
< 3 YEARS	5.8	27.9	47.7	16.3	2.3
3 TO 8 YEARS	5.0	34.4	38.1	17.5	5.0
9 OR MORE	2.5	24.4	43.1	21.9	8.1
POSITION					
SUPERVISORY	6.5	29.0	38.7	19.4	6.5
NON-SUPERVISORY	3.7	28.8	43.2	19.0	5.2

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with office supply services
(N=431)

Row%	Q51D OFFICE SUPPLIES				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	3.8	31.3	23.4	26.1	15.3
ETHNIC BACKGROUND					

WHITE	2.9	30.1	22.9	27.2	16.8
NON-WHITE	7.7	40.4	21.2	21.2	9.6
RESPONDENT'S SEX					

FEMALE	2.8	28.2	23.5	26.3	19.2
MALE	5.2	35.1	23.7	25.3	10.8
AGE					

UNDER 30	0.0	30.0	32.5	30.0	7.5
30-44	4.3	26.0	22.9	27.3	19.5
45 PLUS	4.5	42.1	21.1	21.8	10.5
TIME IN REGION VII					

< 3 YEARS	1.2	18.6	25.6	38.4	16.3
3 TO 8 YEARS	3.8	33.8	21.9	24.4	16.3
9 OR MORE	5.6	36.6	24.2	19.3	14.3
POSITION					

SUPERVISORY	1.6	38.7	17.7	24.2	17.7
NON-SUPERVISORY	4.3	30.5	24.4	25.9	14.9

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with centralized processing of travel
(N=431)

Row%	Q51E CENTRAL PROCESSING				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	7.7	44.1	36.0	8.9	3.4
ETHNIC BACKGROUND					

WHITE	6.7	43.3	37.2	9.9	2.9
NON-WHITE	13.5	46.2	30.8	5.8	3.8
RESPONDENT'S SEX					

FEMALE	8.9	46.9	31.0	10.3	2.8
MALE	6.2	41.5	40.9	7.8	3.6
AGE					

UNDER 30	0.0	55.0	35.0	10.0	0.0
30-44	8.7	41.1	36.4	10.0	3.9
45 PLUS	7.6	46.2	35.6	7.6	3.0
TIME IN REGION VII					

< 3 YEARS	5.8	37.2	39.5	16.3	1.2
3 TO 8 YEARS	6.9	41.3	37.5	8.8	5.6
9 OR MORE	10.0	50.0	32.5	5.6	1.9
POSITION					

SUPERVISORY	8.1	58.1	24.2	8.1	1.6
NON-SUPERVISORY	7.8	41.8	37.8	9.2	3.5

EPA REGION VII GENERAL PERSONNEL

Question 65: I understand the employee's benefit package offered me
(N=431)

Row%	Q65 UNDERSTAND BENEFITS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	8.0	62.6	15.8	11.5	2.1
ETHNIC BACKGROUND					
WHITE	8.0	66.3	13.7	10.0	2.0
NON-WHITE	9.3	50.0	22.2	16.7	1.9
RESPONDENT'S SEX					
FEMALE	6.5	61.3	16.6	12.9	2.8
MALE	9.6	66.0	13.7	9.1	1.5
AGE					
UNDER 30	7.1	50.0	28.6	11.9	2.4
30-44	7.4	61.9	13.4	13.9	3.5
45 PLUS	9.4	69.6	14.5	6.5	0.0
TIME IN REGION VII					
< 3 YEARS	2.3	64.8	17.0	13.6	2.3
3 TO 8 YEARS	9.8	60.1	17.2	10.4	2.5
9 OR MORE	9.2	66.3	12.3	10.4	1.8
POSITION					
SUPERVISORY	10.9	67.2	9.4	9.4	3.1
NON-SUPERVISORY	7.6	63.2	16.1	11.0	2.0

EPA REGION VII GENERAL PERSONNEL

Question 66: Policies and procedures periodically reviewed and changed
(N=431)

Row%	Q66 REVIEWS POLICIES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	1.2	22.8	42.5	27.7	5.9
ETHNIC BACKGROUND					
WHITE	0.9	23.7	42.6	27.4	5.4
NON-WHITE	3.6	21.8	41.8	27.3	5.5
RESPONDENT'S SEX					
FEMALE	1.8	22.5	41.7	26.6	7.3
MALE	0.5	23.9	43.7	27.9	4.1
AGE					
UNDER 30	0.0	21.4	52.4	26.2	0.0
30-44	1.7	23.3	38.8	28.9	7.3
45 PLUS	0.7	23.2	45.7	25.4	5.1
TIME IN REGION VII					
< 3 YEARS	0.0	26.1	45.5	23.9	4.5
3 TO 8 YEARS	1.8	23.3	41.7	25.2	8.0
9 OR MORE	1.2	21.3	41.5	31.7	4.3
POSITION					
SUPERVISORY	1.6	32.8	37.5	26.6	1.6
NON-SUPERVISORY	1.1	21.2	43.5	27.7	6.5

EPA REGION VII GENERAL PERSONNEL

Question 67: Hiring and promotion practices appear to be fair
(N=431)

Row%	Q67 HIRING PRACTICES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	1.7	23.4	23.6	29.3	22.0
ETHNIC BACKGROUND					

WHITE	1.2	25.1	24.8	31.1	17.9
NON-WHITE	5.5	16.4	18.2	21.8	38.2
RESPONDENT'S SEX					

FEMALE	3.2	21.2	23.5	27.2	24.9
MALE	0.0	26.2	24.6	31.3	17.9
AGE					

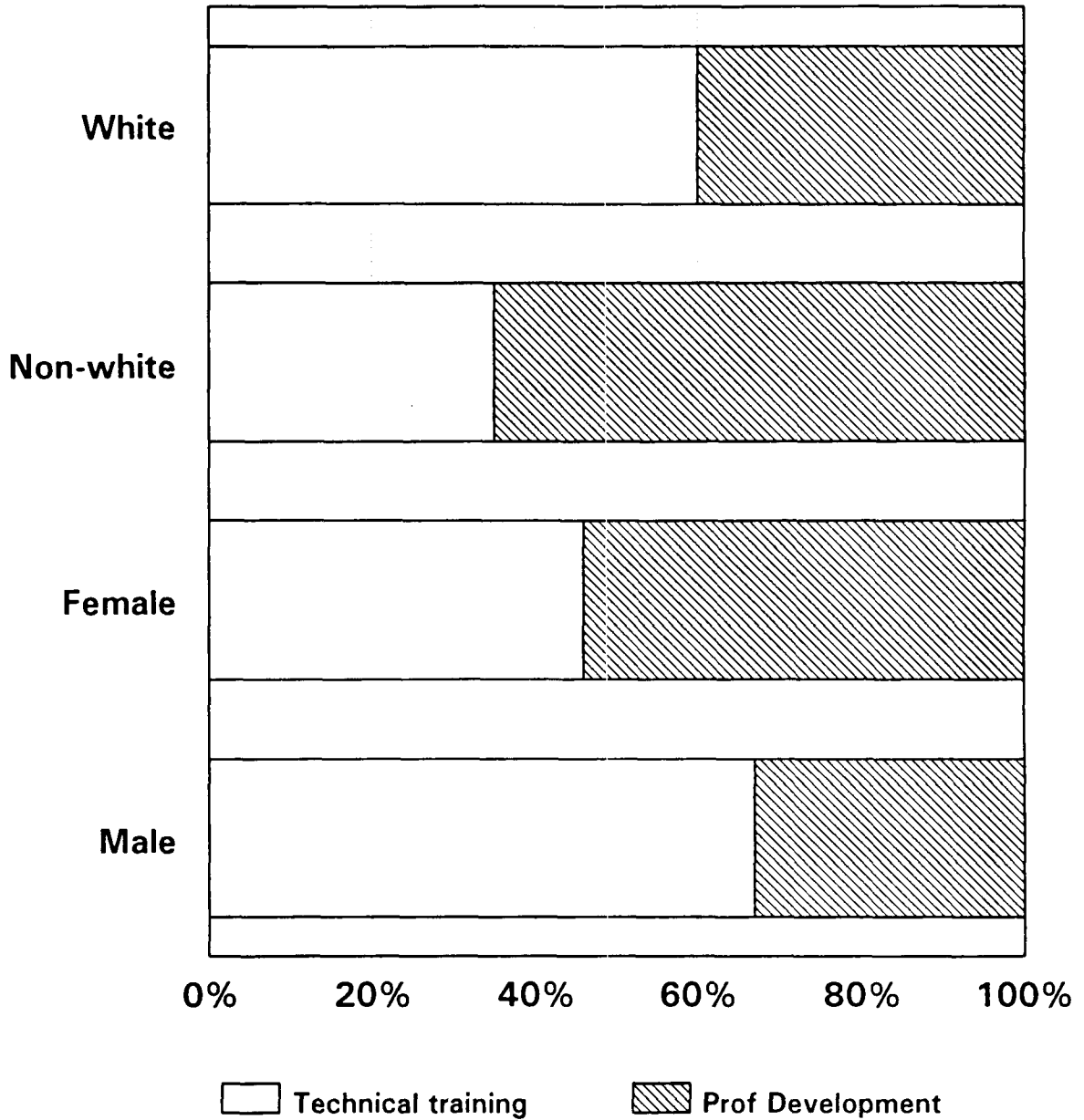
UNDER 30	2.4	19.0	31.0	33.3	14.3
30-44	1.3	24.7	22.5	26.8	24.7
45 PLUS	2.2	22.8	24.3	31.6	19.1
TIME IN REGION VII					

< 3 YEARS	2.3	31.8	23.9	26.1	15.9
3 TO 8 YEARS	0.6	20.4	26.5	27.2	25.3
9 OR MORE	2.5	22.2	21.6	32.1	21.6
POSITION					

SUPERVISORY	3.1	42.2	18.8	31.3	4.7
NON-SUPERVISORY	1.4	20.2	24.8	28.8	24.8

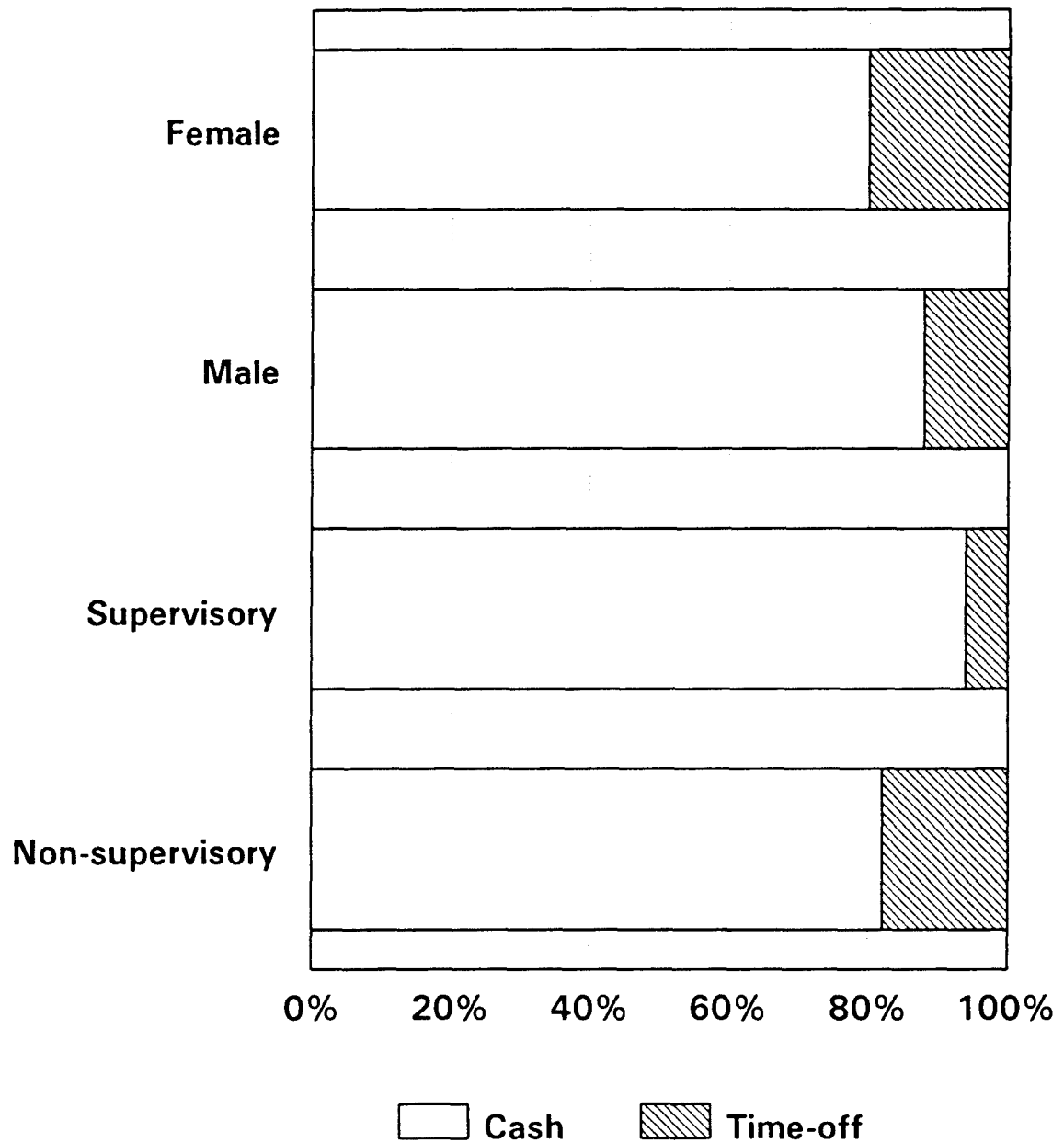
General Personnel: Preferred Use for More Money (Q2)

Graph 47



General Personnel: Preferred Award Form (Q10)

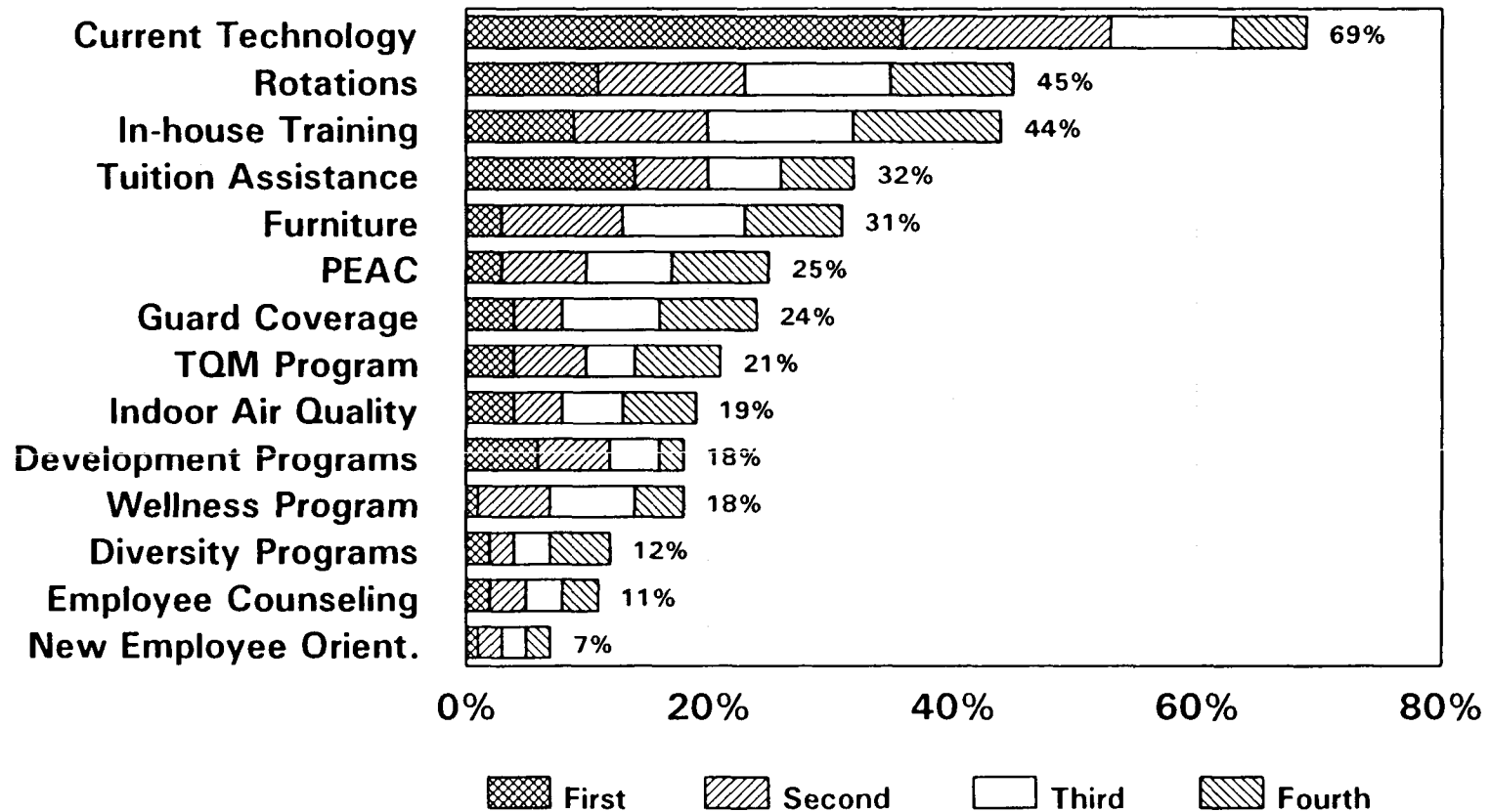
Graph 48



Beneficial Programs by Category

(Rank ordering of top 4 preferences-Q18)

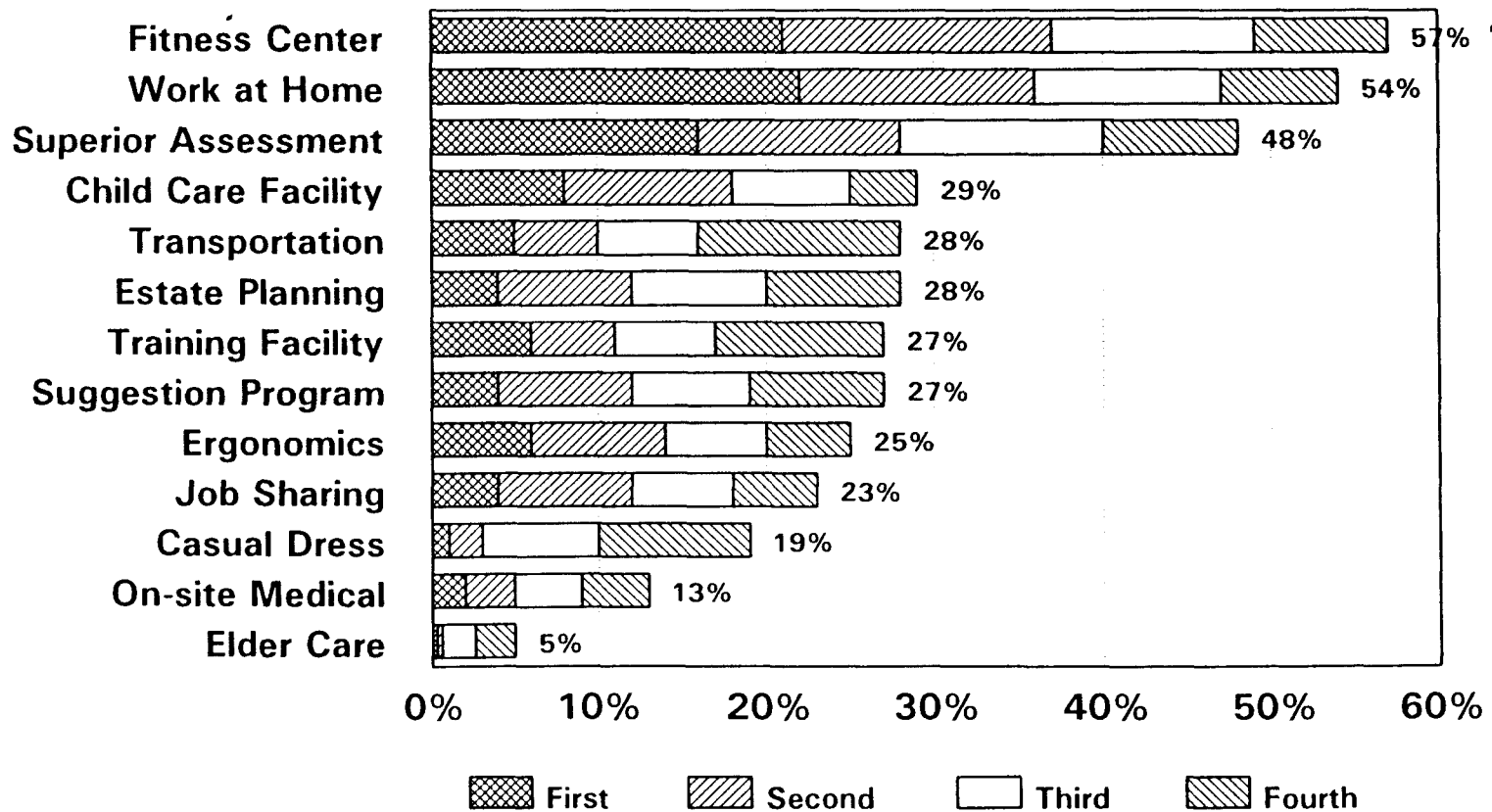
Graph 49



Possible New Programs

(Rank ordering of top 4 preferences-Q26)

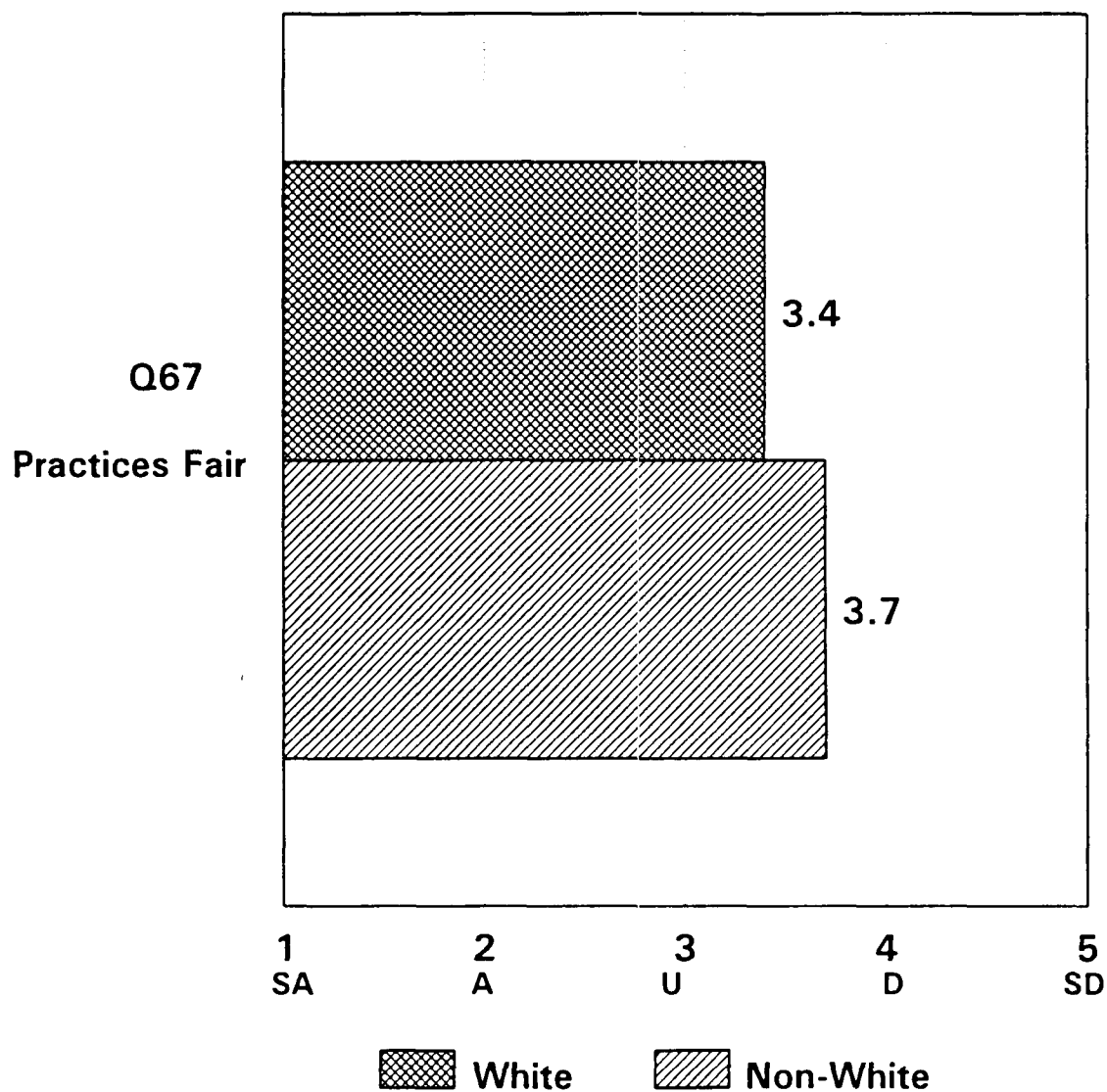
Graph 50



General Personnel: By Race

Mean for Q 67

Graph 51

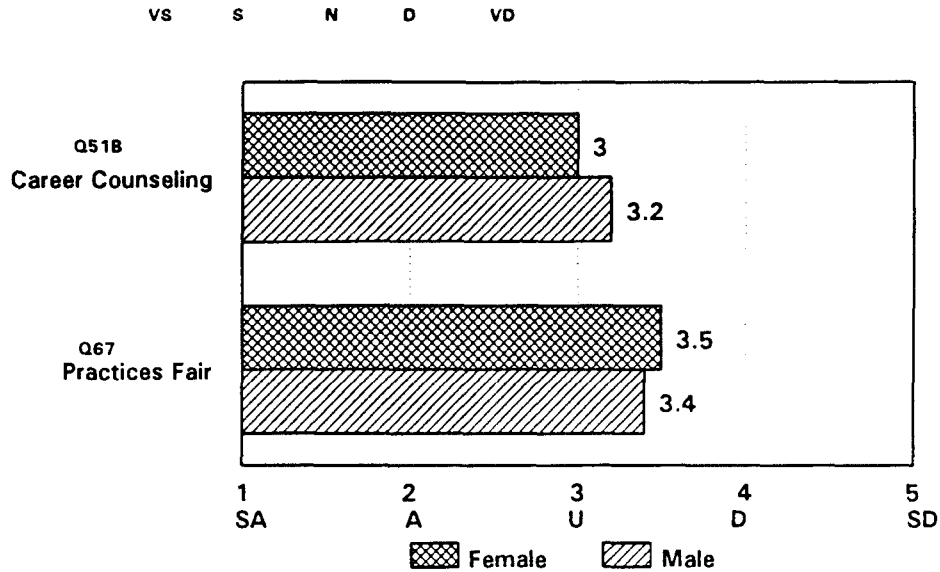


Only questions with significant
Chi-squares are shown.

General Personnel: By Sex

Means for Q51B and Q67

Graph 52

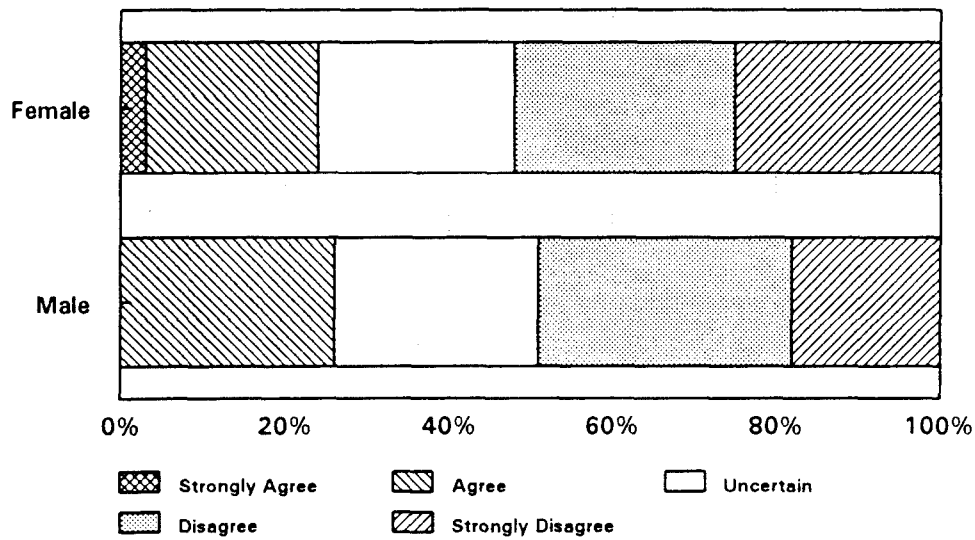


Only questions with significant
Chi-squares are shown.

General Personnel: By Sex

Distribution For Q67

Graph 53

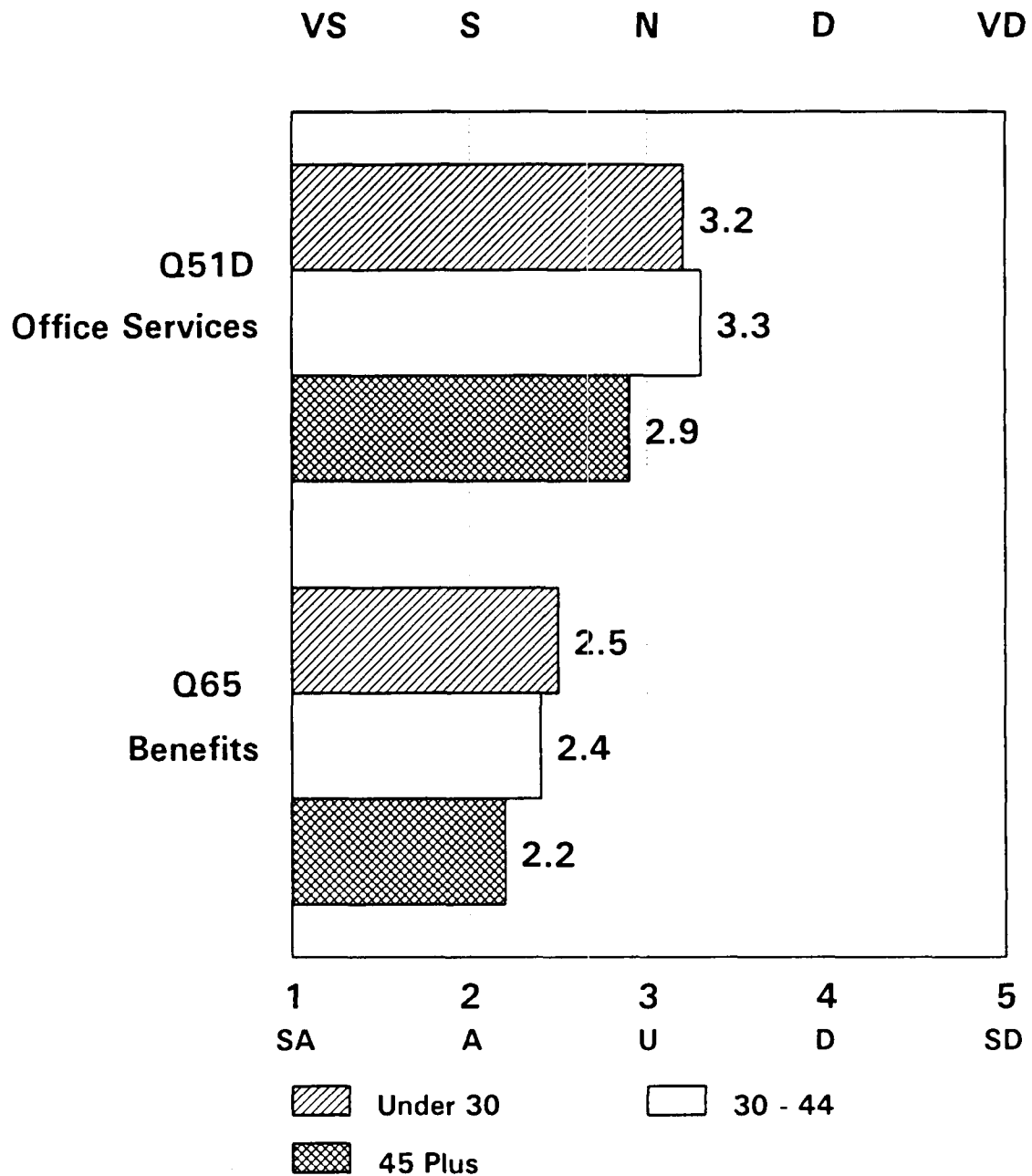


Only questions with similar means and
significant Chi-squares are shown.

General Personnel: By Age

Means for Q51D and Q65

Graph 54

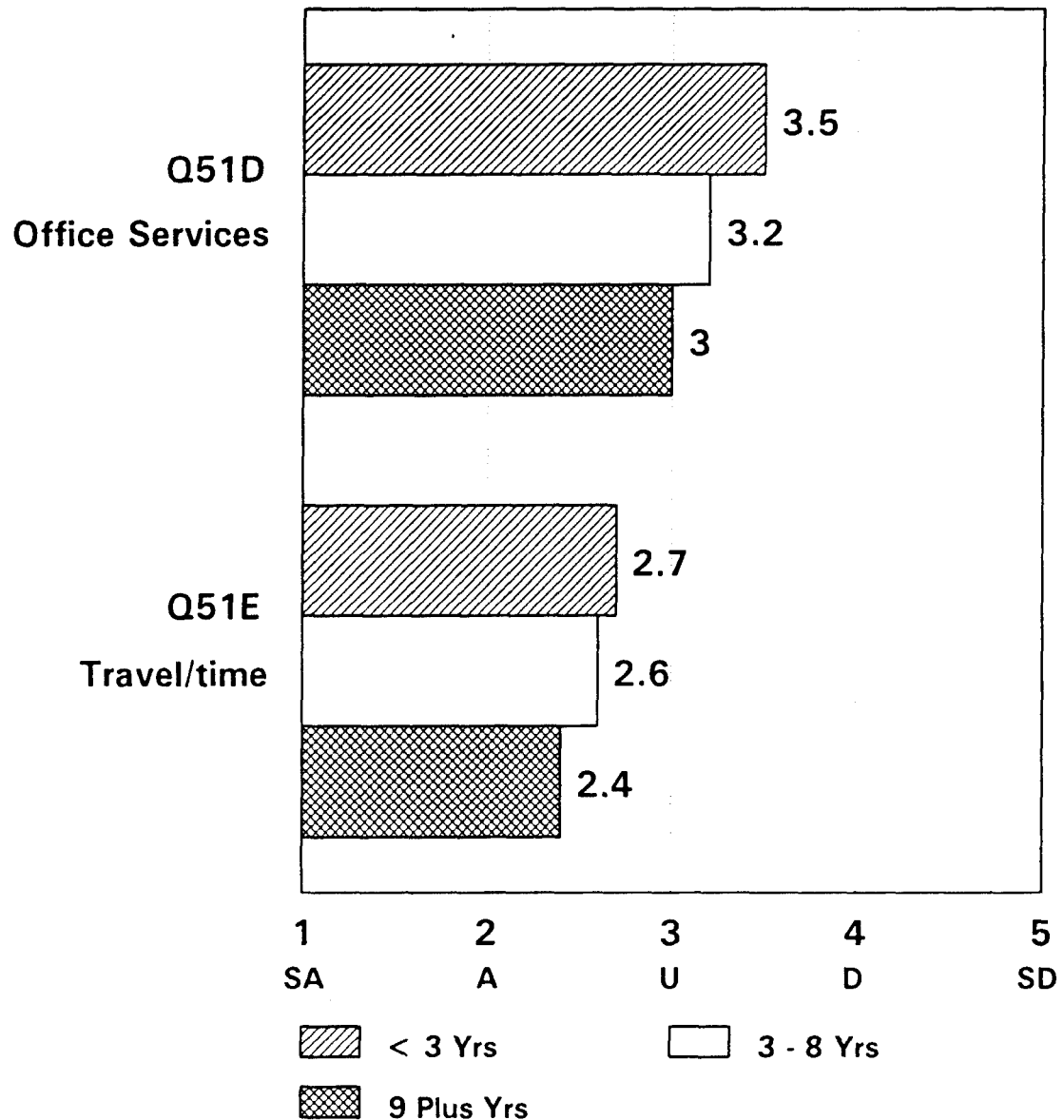


Only questions with significant
Chi-squares are shown.

General Personnel: By Years Employed

Means for Q51D and Q51E

Graph 55

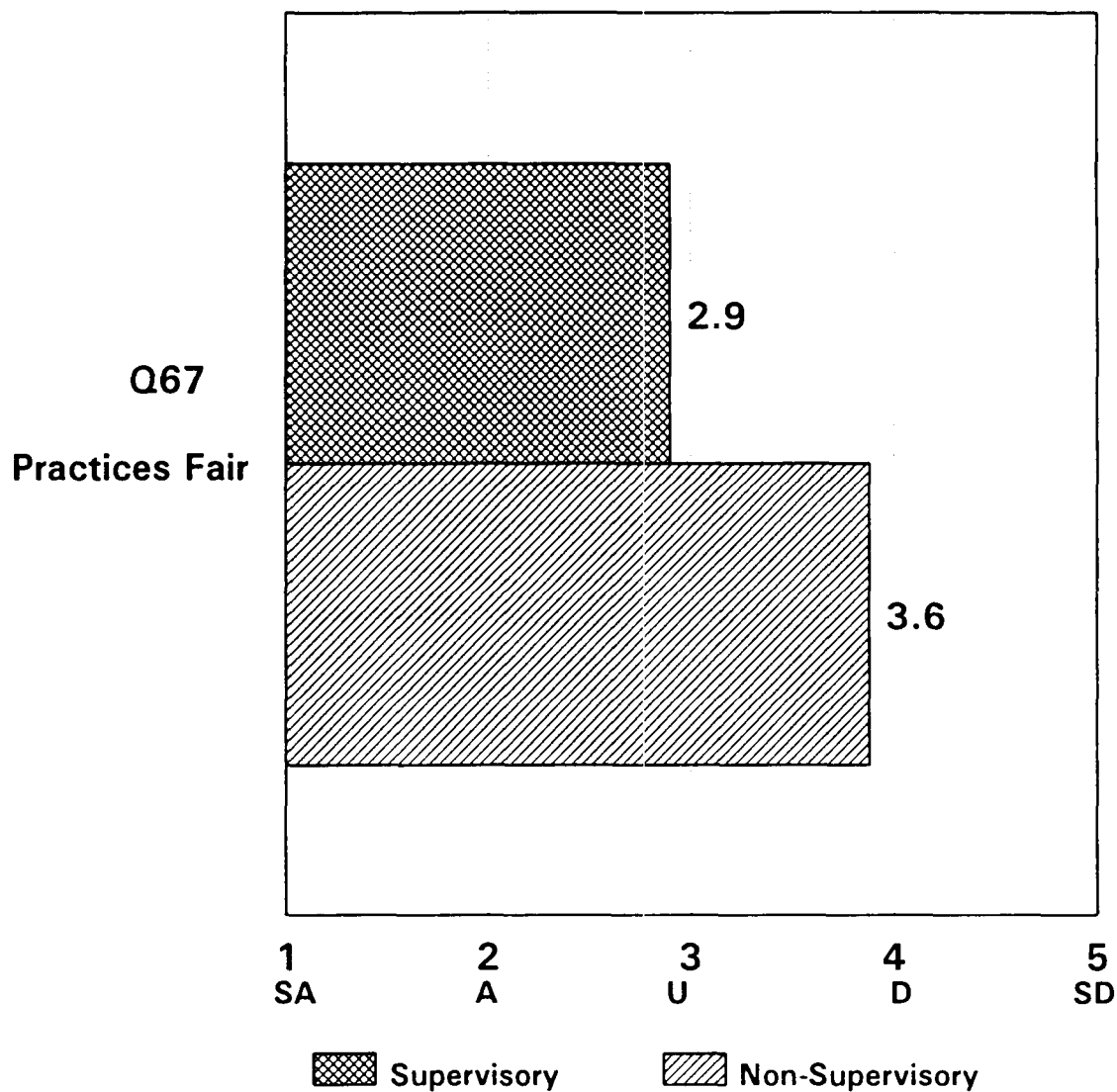


Only questions with significant
Chi-squares are shown.

General Personnel: By Supervisory Role

Means for Q67

Graph 56



Only questions with significant
Chi-squares are shown.

Personnel Change

Number of Questions:

4 questions (Q39, Q52, Q59, Q60)

- All questions requested a rating.

Major Observations

The highest Personnel Change rating was given by "Supervisory" staff.

Differences By Race

Non-whites have a stronger level of agreement that change is an opportunity and not a nuisance (Q59).

Differences By Sex

Males have a stronger level of agreement that their supervisors explain to them the reasons for changes that affect them (Q39).

Females have a stronger level of agreement that change is an opportunity and not a nuisance (Q59).

Differences By Years Employment

Employees employed less than 3 years have a stronger level of agreement that change is an opportunity and not a nuisance (Q59).

Differences By Supervisory Status

Supervisory employees have a stronger level of agreement that change is an opportunity and not a nuisance (Q59) and that people in their sections are very supportive of each other during periods of change (Q60).

Comparison of Mean Ratings For Personnel Change By Major Subgroups

Graph 57



EPA REGION VII PERSONNEL CHANGES

Question 39: Supervisor explains reasons for changes that affect me
(N=431)

Row%	Q39 EXPLAINS CHANGES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	10.6	51.4	13.1	18.5	6.3
ETHNIC BACKGROUND					

WHITE	10.5	51.3	14.5	18.2	5.4
NON-WHITE	12.7	45.5	7.3	23.6	10.9
RESPONDENT'S SEX					

FEMALE	12.9	45.6	9.7	22.6	9.2
MALE	8.1	57.6	17.2	14.1	3.0
AGE					

UNDER 30	4.7	69.8	7.0	11.6	7.0
30-44	11.6	49.8	14.2	16.7	7.7
45 PLUS	10.9	48.2	13.9	23.4	3.6
TIME IN REGION VII					

< 3 YEARS	9.0	55.1	15.7	10.1	10.1
3 TO 8 YEARS	10.4	50.9	10.4	22.7	5.5
9 OR MORE	11.7	50.3	14.7	18.4	4.9
POSITION					

SUPERVISORY	12.5	46.9	12.5	26.6	1.6
NON-SUPERVISORY	10.2	52.3	13.3	16.9	7.3

EPA REGION VII PERSONNEL CHANGES

Question 52: Supers encourages ways co-workers can support each other
(N=431)

Row%	Q52 CO-WORKER SUPPORT				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	5.5	37.5	27.3	23.5	6.2
ETHNIC BACKGROUND					

WHITE	5.5	36.8	27.8	23.8	6.1
NON-WHITE	7.3	38.2	25.5	20.0	9.1
RESPONDENT'S SEX					

FEMALE	7.4	36.7	22.8	23.7	9.3
MALE	3.1	39.0	32.3	22.6	3.1
AGE					

UNDER 30	2.4	38.1	38.1	14.3	7.1
30-44	5.6	34.2	30.3	22.9	6.9
45 PLUS	6.0	44.8	18.7	25.4	5.2
TIME IN REGION VII					

< 3 YEARS	1.1	38.2	38.2	16.9	5.6
3 TO 8 YEARS	6.8	34.2	27.3	24.2	7.5
9 OR MORE	6.3	41.3	21.3	25.6	5.6
POSITION					

SUPERVISORY	9.7	45.2	29.0	11.3	4.8
NON-SUPERVISORY	4.6	35.9	27.4	25.6	6.6

EPA REGION VII PERSONNEL CHANGES

Question 59: Consider change to be opportunity not a nuisance
(N=431)

Row%	Q59 CHANGE IS OPPORTUNITY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	19.4	57.8	14.9	7.2	0.7
ETHNIC BACKGROUND					

WHITE	17.9	57.5	15.8	8.2	0.6
NON-WHITE	33.9	58.9	7.1	0.0	0.0
RESPONDENT'S SEX					

FEMALE	24.7	59.1	11.6	4.2	0.5
MALE	14.5	56.0	19.2	9.8	0.5
AGE					

UNDER 30	28.6	64.3	7.1	0.0	0.0
30-44	18.4	57.0	16.7	7.5	0.4
45 PLUS	20.0	55.6	15.6	8.1	0.7
TIME IN REGION VII					

< 3 YEARS	22.5	67.4	6.7	3.4	0.0
3 TO 8 YEARS	19.1	59.9	15.9	4.5	0.6
9 OR MORE	19.3	49.7	19.3	11.2	0.6
POSITION					

SUPERVISORY	33.9	54.8	8.1	3.2	0.0
NON-SUPERVISORY	17.2	58.0	16.1	8.0	0.6

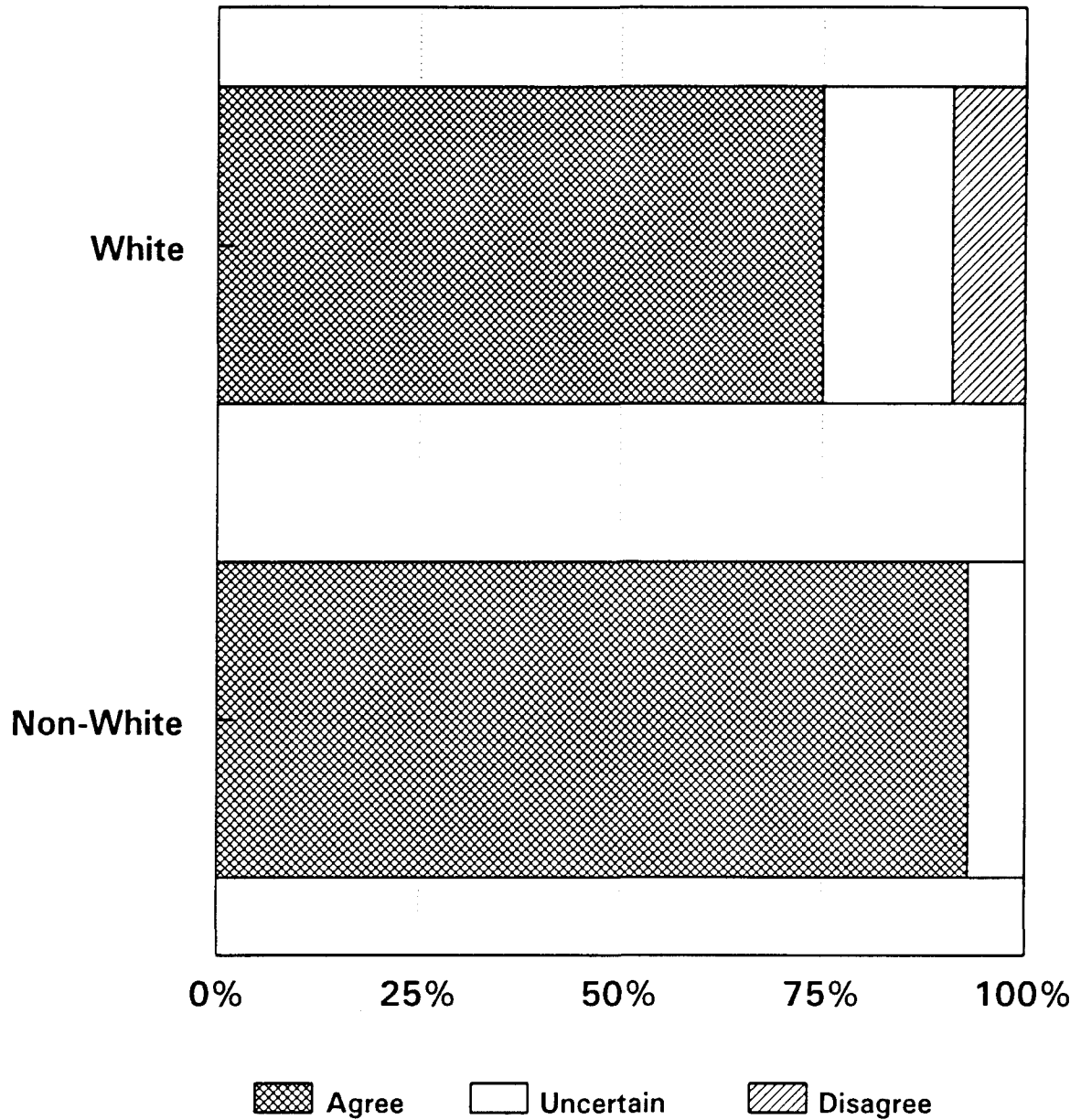
EPA REGION VII PERSONNEL CHANGES

Question 60: People in section supportive during periods of change
(N=431)

Row%	Q60 SUPPORT DURING CHANGE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	7.4	49.6	27.3	13.3	2.4
ETHNIC BACKGROUND					
WHITE	7.8	50.4	26.7	13.6	1.4
NON-WHITE	7.1	51.8	21.4	14.3	5.4
RESPONDENT'S SEX					
FEMALE	8.8	49.3	25.3	13.4	3.2
MALE	6.2	50.5	28.4	13.4	1.5
AGE					
UNDER 30	2.4	57.1	26.2	14.3	0.0
30-44	6.1	49.1	28.7	12.2	3.9
45 PLUS	11.8	49.3	23.5	14.7	0.7
TIME IN REGION VII					
< 3 YEARS	4.5	55.1	27.0	12.4	1.1
3 TO 8 YEARS	6.3	47.8	28.9	11.9	5.0
9 OR MORE	10.5	48.8	25.3	14.8	0.6
POSITION					
SUPERVISORY	14.5	62.9	12.9	6.5	3.2
NON-SUPERVISORY	6.3	47.6	29.1	14.8	2.3

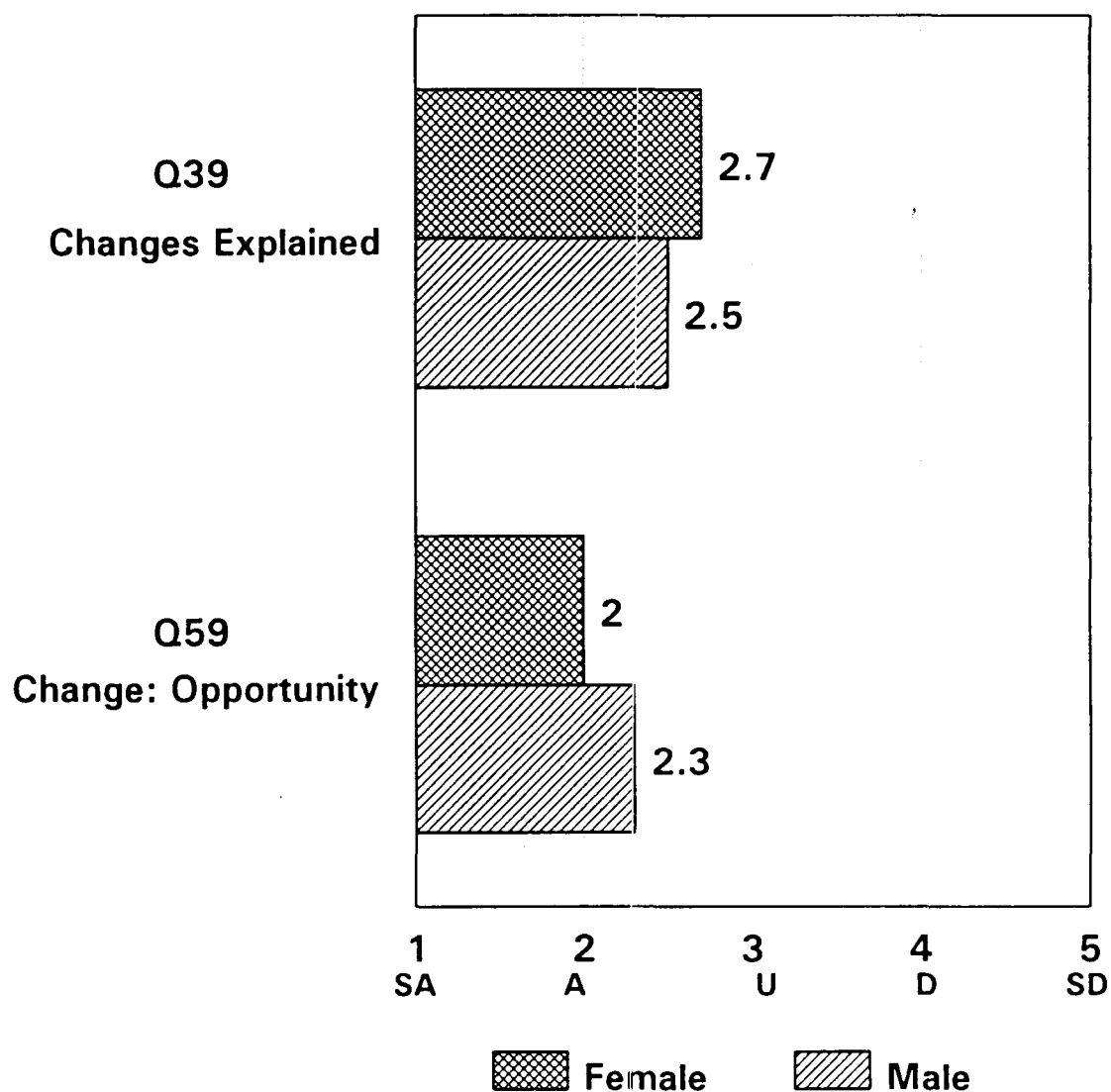
Personnel Change: By Race Change is An Opportunity (Q59)

Graph 58



Personnel Change: By Sex Means For Q39 and Q59

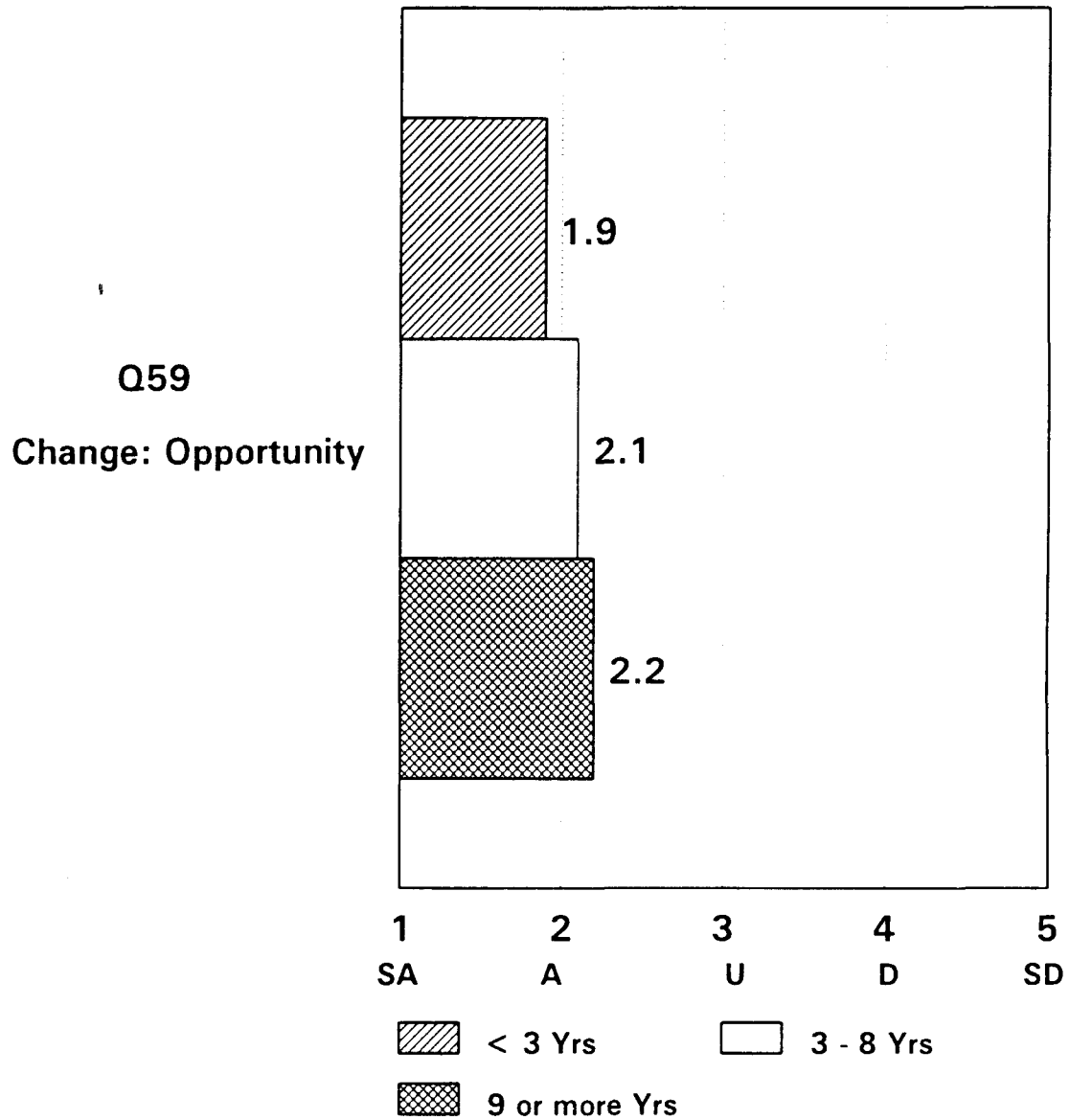
Graph 59



Only questions with significant
Chi-squares are shown.

Personnel Change: By Years Employed Means For Q59

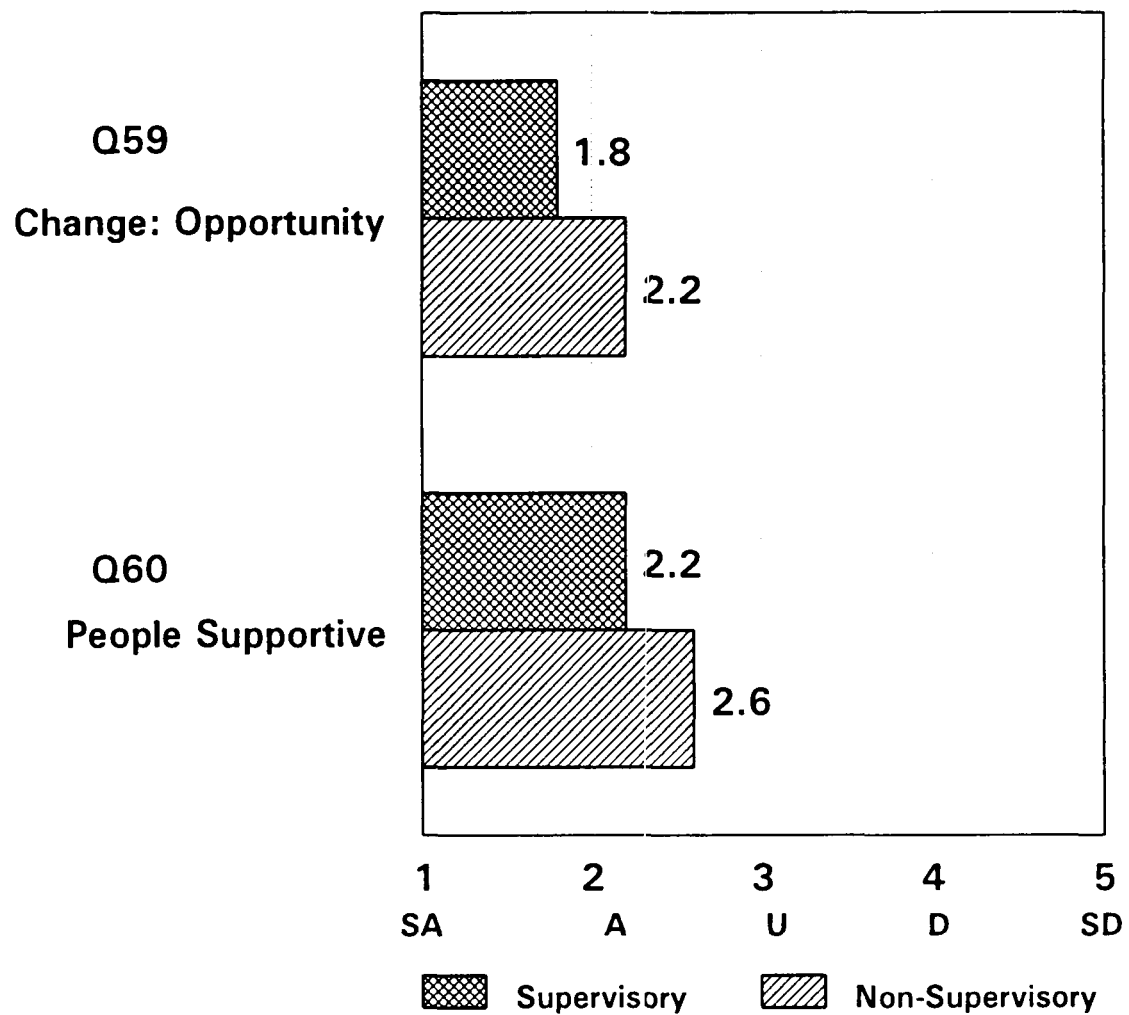
Graph 60



Only questions with significant
Chi-squares are shown.

Personnel Change: By Supervisory Status Means for Q59 and Q60

Graph 61



Only questions with significant
Chi-squares are shown.

Personnel Diversity

Number of Questions:

5 questions (Q68, Q69, Q71, Q76, Q77)

- All questions requested a rating.
- One question (Q71) had a scale for which low scores could imply a "problem area;" this was in contrast to most questions for which "low" scores were positive.

Major Observations

The highest Personnel Diversity rating was given by "Supervisory" staff; the lowest was given by "non-whites".

Differences By Race

Non-whites had a stronger level of disagreement that there is a climate of open and frank communication about diversity issues, such as age, gender and race (Q68), that opportunities for advancement are open to all employees regardless of age, gender, ethnicity, cultural background, sexual orientation, disability or religion (Q69), and that positive progress is being made to provide equal opportunity to all employees (Q77).

Non-whites had a stronger level of agreement that there exist prejudices, stereotypes and barriers that hinder the advancement of women (Q71) and that there exist prejudices, stereotypes and barriers than hinder the advancement of minorities (Q76).

Differences By Sex

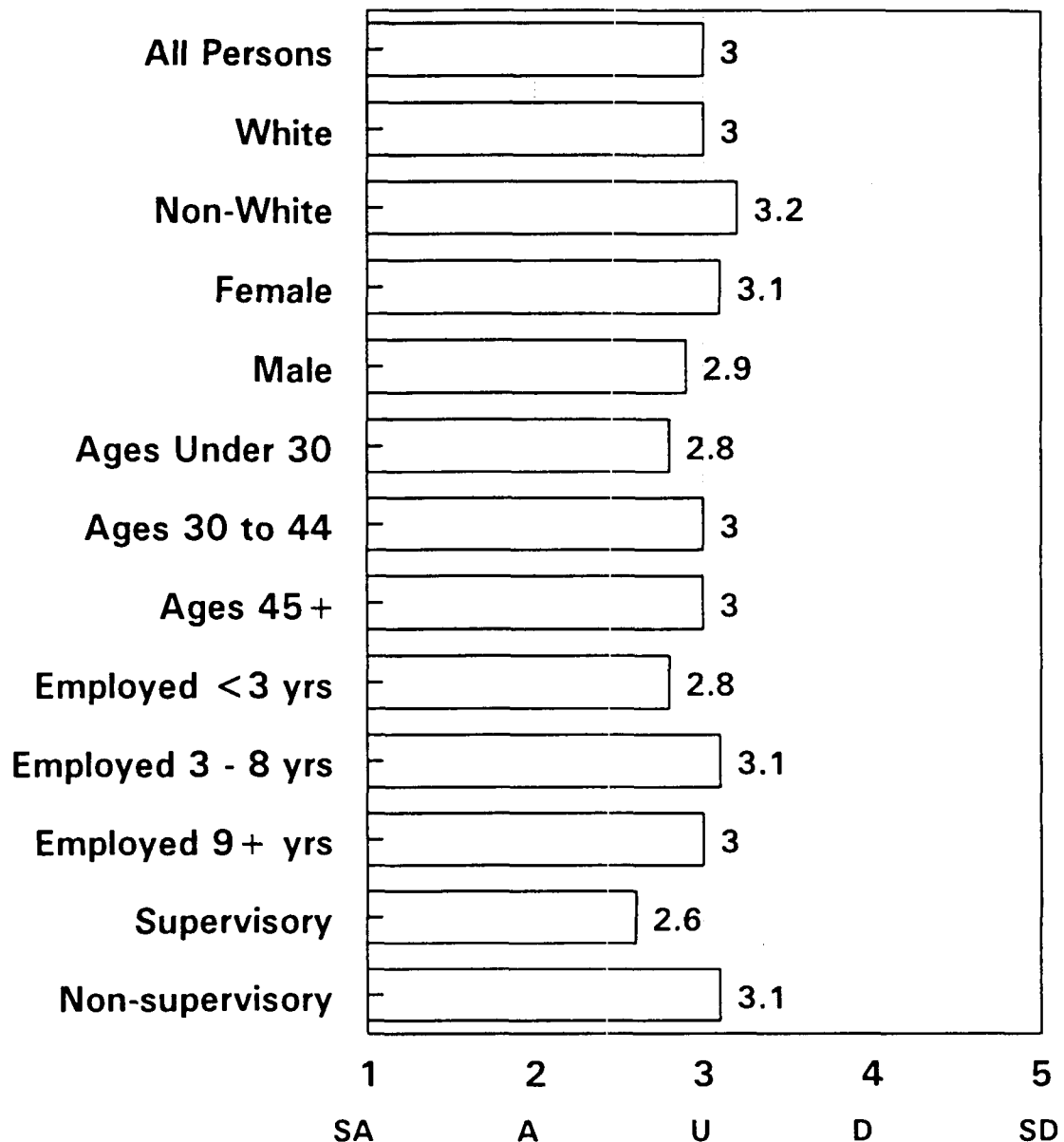
Females had a stronger level of agreement that there exist prejudices, stereotypes and barriers that hinder the advancement of women (Q71) and that there exist prejudices, stereotypes and barriers than hinder the advancement of minorities (Q76).

Differences By Supervisory Role

Non-supervisory employees had a stronger level of disagreement that there is a climate of open and frank communication about diversity issues, such as age, gender, and race (Q68), that opportunities for advancement are open to all employees regardless of age, gender, ethnicity, cultural background, sexual orientation, disability, or religion (Q69), and that positive progress is being made to provide equal opportunity to all employees (Q77).

Comparison of Mean Ratings For Personnel Diversity By Major Subgroups

Graph 62



EPA REGION VII PERSONNEL DIVERSITY

Question 68: Frank communication about issues such as age, gender, race
(N=431)

Row%	Q68 OPEN DIVERSE COMMUNICATIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	1.9	31.9	31.1	24.4	10.8
ETHNIC BACKGROUND					

WHITE	0.9	33.7	33.1	24.6	7.7
NON-WHITE	7.1	23.2	25.0	19.6	25.0
RESPONDENT'S SEX					

FEMALE	2.3	32.9	29.2	21.9	13.7
MALE	1.0	31.5	34.0	25.9	7.6
AGE					

UNDER 30	2.3	37.2	34.9	16.3	9.3
30-44	1.3	33.6	28.9	24.1	12.1
45 PLUS	2.2	29.0	34.8	24.6	9.4
TIME IN REGION VII					

< 3 YEARS	2.2	37.1	36.0	20.2	4.5
3 TO 8 YEARS	1.8	31.9	28.2	23.3	14.7
9 OR MORE	1.8	29.9	31.7	26.8	9.8
POSITION					

SUPERVISORY	4.7	51.6	25.0	15.6	3.1
NON-SUPERVISORY	1.4	28.7	32.4	25.4	12.1

EPA REGION VII PERSONNEL DIVERSITY

Question 69: Advancement opportunities open to all employees
(N=431)

Row%	Q69 ADVANCEMENT				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	4.5	35.5	22.1	21.9	16.0
ETHNIC BACKGROUND					

WHITE	5.5	37.9	22.4	21.8	12.4
NON-WHITE	0.0	26.8	17.9	25.0	30.4
RESPONDENT'S SEX					

FEMALE	3.7	38.5	19.7	20.6	17.4
MALE	5.6	33.2	24.5	23.5	13.3
AGE					

UNDER 30	14.0	39.5	23.3	16.3	7.0
30-44	3.5	36.8	20.8	22.9	16.0
45 PLUS	3.6	33.6	23.4	21.9	17.5
TIME IN REGION VII					

< 3 YEARS	5.6	43.8	23.6	20.2	6.7
3 TO 8 YEARS	4.9	31.5	23.5	22.2	17.9
9 OR MORE	3.7	36.2	20.2	22.1	17.8
POSITION					

SUPERVISORY	4.7	60.9	20.3	12.5	1.6
NON-SUPERVISORY	4.5	31.4	22.4	23.5	18.1

EPA REGION VII PERSONNEL DIVERSITY

Question 71: Prejudices in Region VII that hinder advancement of women
(N=431)

Row%	Q71 STEREOTYPES BARRIERS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	11.4	19.2	15.7	35.3	18.5
ETHNIC BACKGROUND					
WHITE	8.5	17.7	14.5	38.2	21.1
NON-WHITE	25.0	30.4	19.6	19.6	5.4
RESPONDENT'S SEX					
FEMALE	18.2	30.0	15.9	30.5	5.5
MALE	3.6	6.6	15.2	41.6	33.0
AGE					
UNDER 30	4.7	25.6	20.9	32.6	16.3
30-44	11.6	22.0	13.4	34.5	18.5
45 PLUS	12.9	12.2	16.5	38.8	19.4
TIME IN REGION VII					
< 3 YEARS	7.9	14.6	16.9	42.7	18.0
3 TO 8 YEARS	12.3	23.3	12.9	29.4	22.1
9 OR MORE	12.1	17.0	17.6	38.2	15.2
POSITION					
SUPERVISORY	7.8	10.9	10.9	46.9	23.4
NON-SUPERVISORY	12.1	20.2	16.3	33.7	17.7

EPA REGION VII PERSONNEL DIVERSITY

Question 76: Barriers in Region VII hinder advancement of minorities
(N=431)

Row%	Q76 BARRIERS FOR MINORITIES				
	STRONGLY AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE	
=====					
TOTAL					

	8.9	14.8	25.6	32.9	17.8
ETHNIC BACKGROUND					

WHITE	2.9	13.5	26.9	36.4	20.3
NON-WHITE	37.5	25.0	19.6	14.3	3.6
RESPONDENT'S SEX					

FEMALE	14.2	17.8	30.1	27.9	10.0
MALE	2.0	11.2	20.9	39.3	26.5
AGE					

UNDER 30	2.4	21.4	33.3	31.0	11.9
30-44	9.5	15.5	25.0	30.6	19.4
45 PLUS	8.0	11.6	24.6	38.4	17.4
TIME IN REGION VII					

< 3 YEARS	4.5	15.7	28.1	33.7	18.0
3 TO 8 YEARS	11.1	14.2	27.2	27.8	19.8
9 OR MORE	7.3	14.6	23.8	38.4	15.9
POSITION					

SUPERVISORY	6.3	17.2	20.3	39.1	17.2
NON-SUPERVISORY	8.8	14.1	26.8	32.2	18.1

EPA REGION VII PERSONNEL DIVERSITY

Question 77: Progress made for equal opportunity to all employees
(N=431)

Row%	Q77 EQUAL OPPORTUNITIES FOR ALL				
	STRONGLY AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE	
=====					
TOTAL					
-----	6.1	40.1	28.8	17.2	7.8
ETHNIC BACKGROUND					

WHITE	5.5	45.0	27.7	16.7	5.2
NON-WHITE	12.5	16.1	26.8	23.2	21.4
RESPONDENT'S SEX					

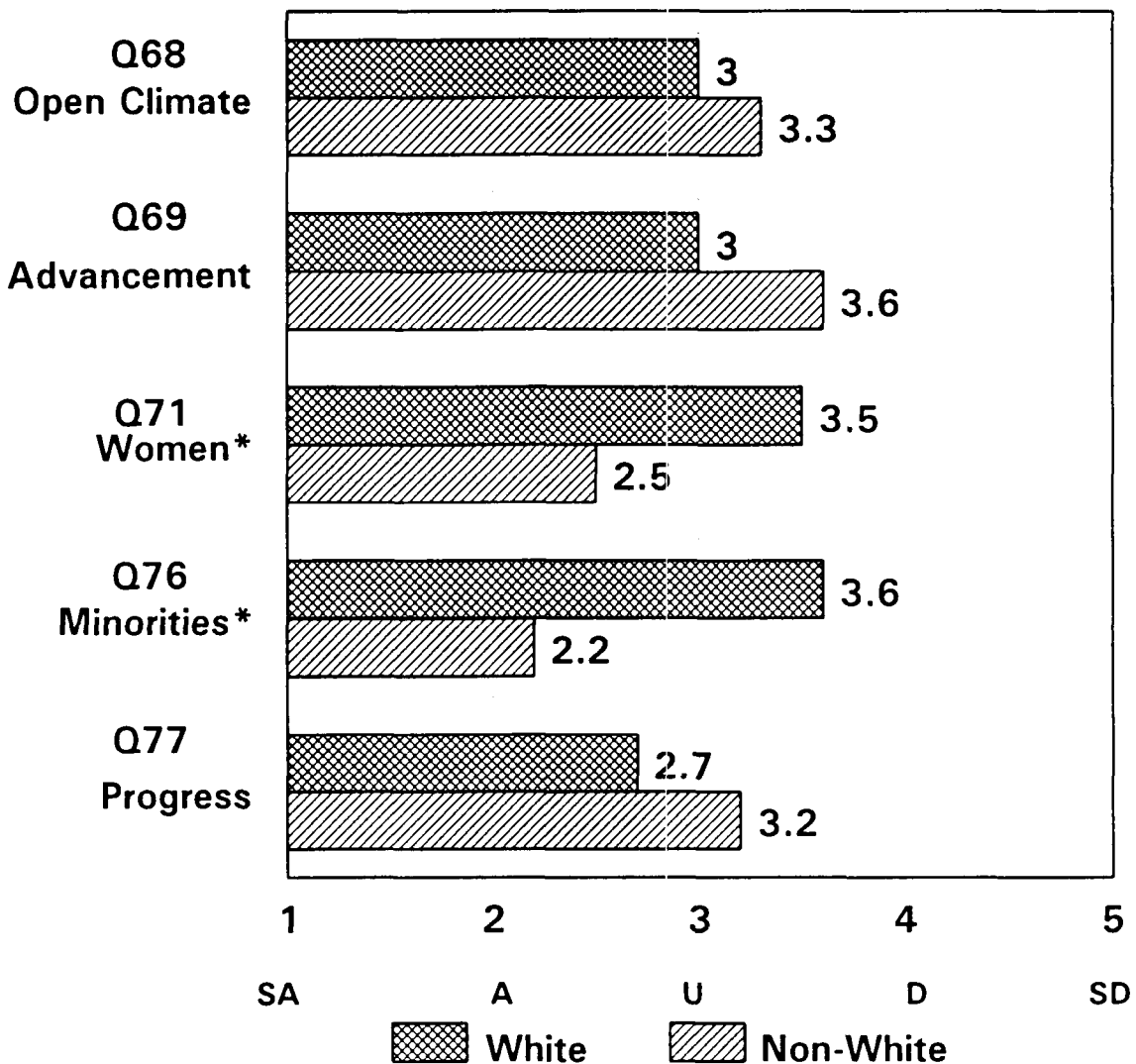
FEMALE	6.9	39.2	28.1	15.7	10.1
MALE	5.6	41.8	28.6	18.4	5.6
AGE					

UNDER 30	9.3	39.5	34.9	11.6	4.7
30-44	6.1	39.8	28.6	16.5	9.1
45 PLUS	5.9	41.9	25.0	19.9	7.4
TIME IN REGION VII					

< 3 YEARS	6.7	44.9	34.8	9.0	4.5
3 TO 8 YEARS	6.8	37.9	24.8	20.5	9.9
9 OR MORE	5.5	39.9	29.4	17.8	7.4
POSITION					

SUPERVISORY	11.1	65.1	14.3	9.5	0.0
NON-SUPERVISORY	5.4	36.0	30.9	18.4	9.3

Personnel Diversity: By Race **Means for Q68, Q69, Q71, Q76 and Q77** Graph 63

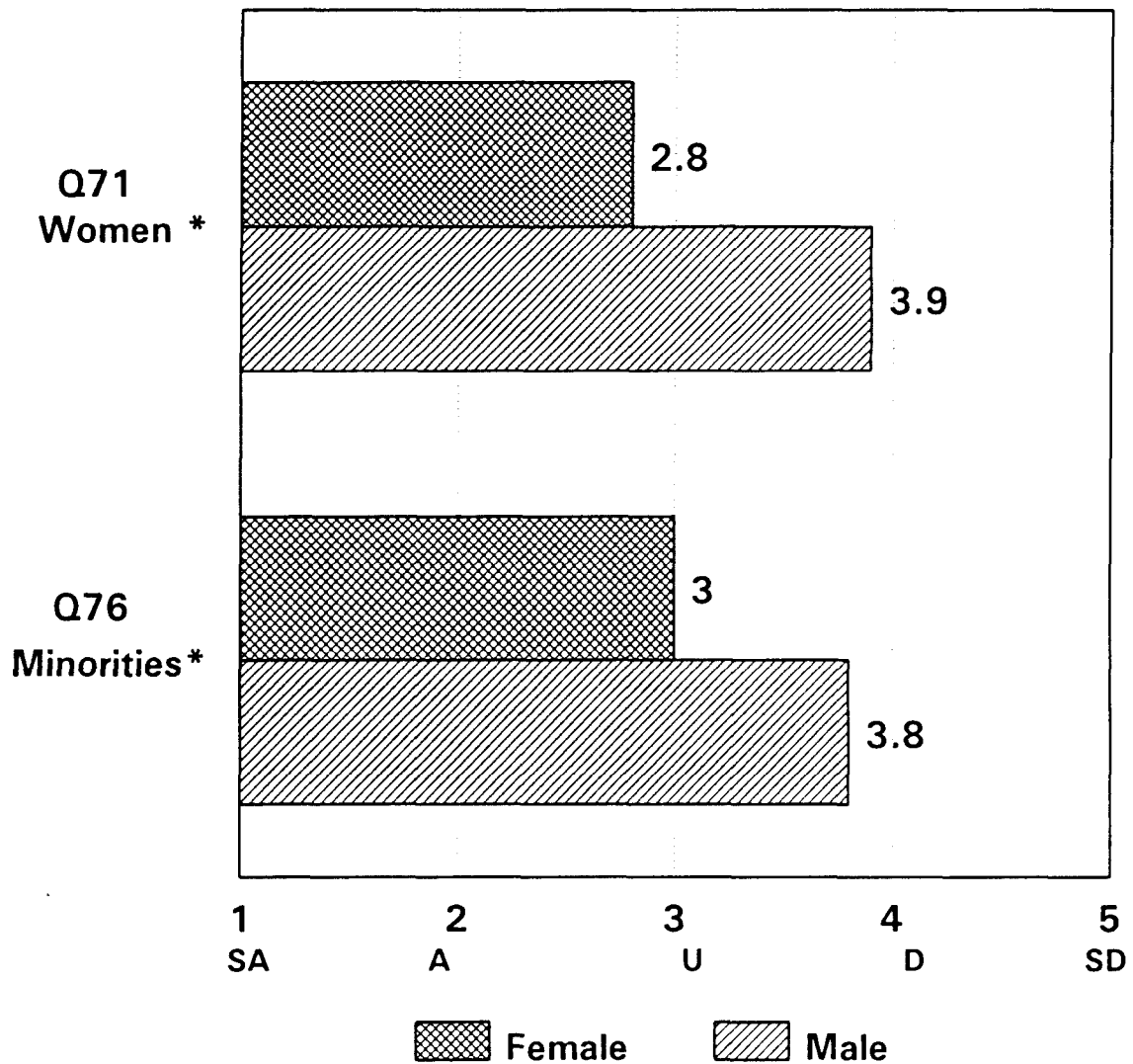


* Low score indicates "problem area."
 Only questions with significant
 Chi-squares are shown.

Personnel Diversity: By Sex

Means for Q71 and Q76

Graph 64

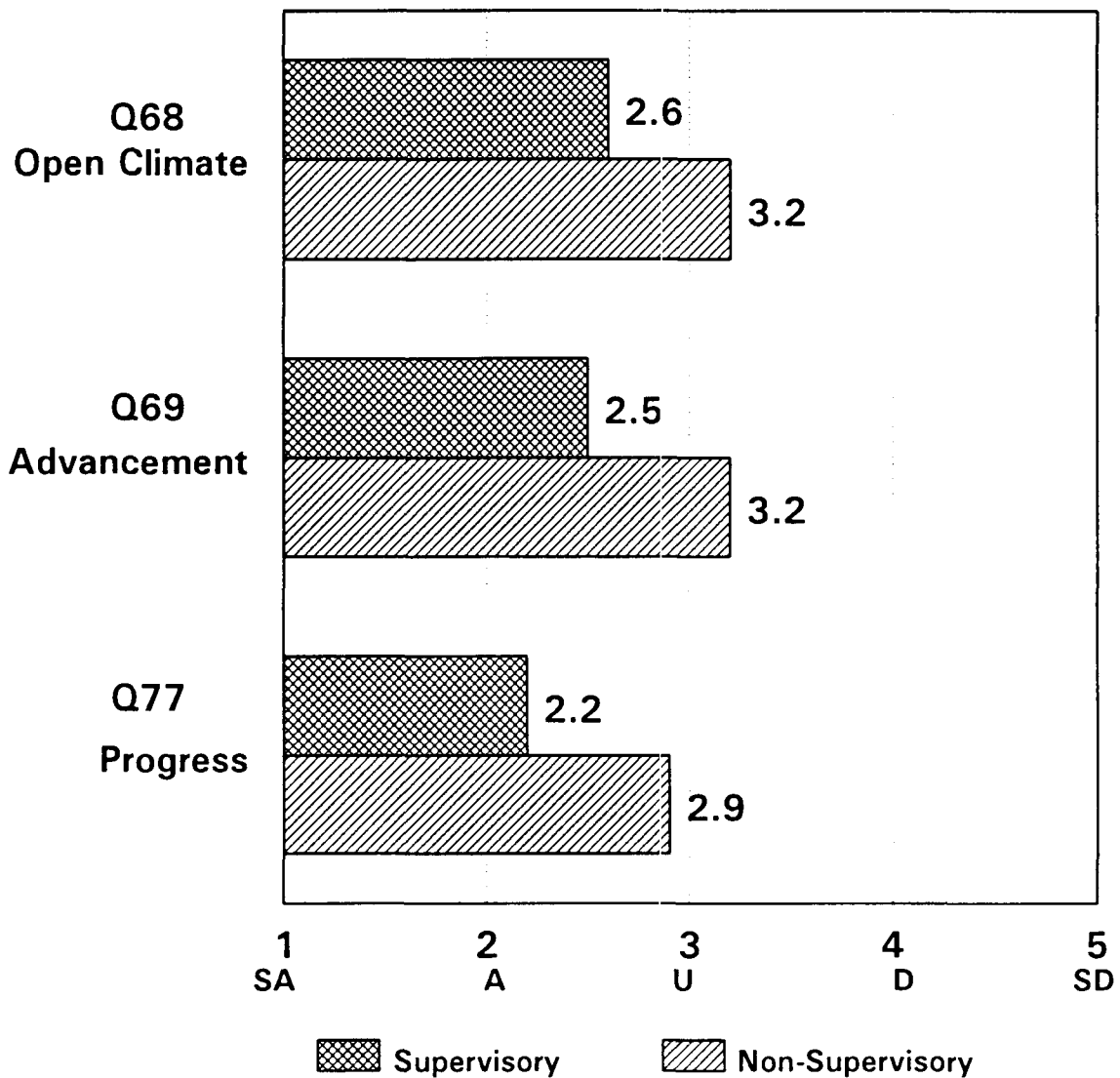


* Low score indicates "problem area."
Only questions with significant
Chi-squares are shown.

Personnel Diversity: By Supervisory Role

Means for Q68, Q69 and Q77

Graph 65



Only questions with significant
Chi-squares are shown.

Senior Management

Number of Questions:

3 questions (Q14, Q37, Q78)

- Question 14 requested 2 areas for improvement
- Question 37 requested a rating
- Question 78 requested a "yes/no" response

Ratings By Major Subgroups (Q37)

The one question (Q37) involving a rating for Senior Management requested employees indicate their level of agreement with the following:

Senior Management has communicated a clear philosophy and direction for Region VIII.

Senior Management received the highest ratings from persons under age 30. Females were more likely than males to give "uncertain" ratings.

Areas for Senior Management to improve (Q14)

The group, as a whole, perceived "Communication (including listening)" as the area in greatest need of improvement. Supervisors, however, felt that "Teamwork" was the area in greatest need of improvement. Non-supervisors included "Teamwork" as an area to improve, but a larger percentage considered "Delegation" as important.

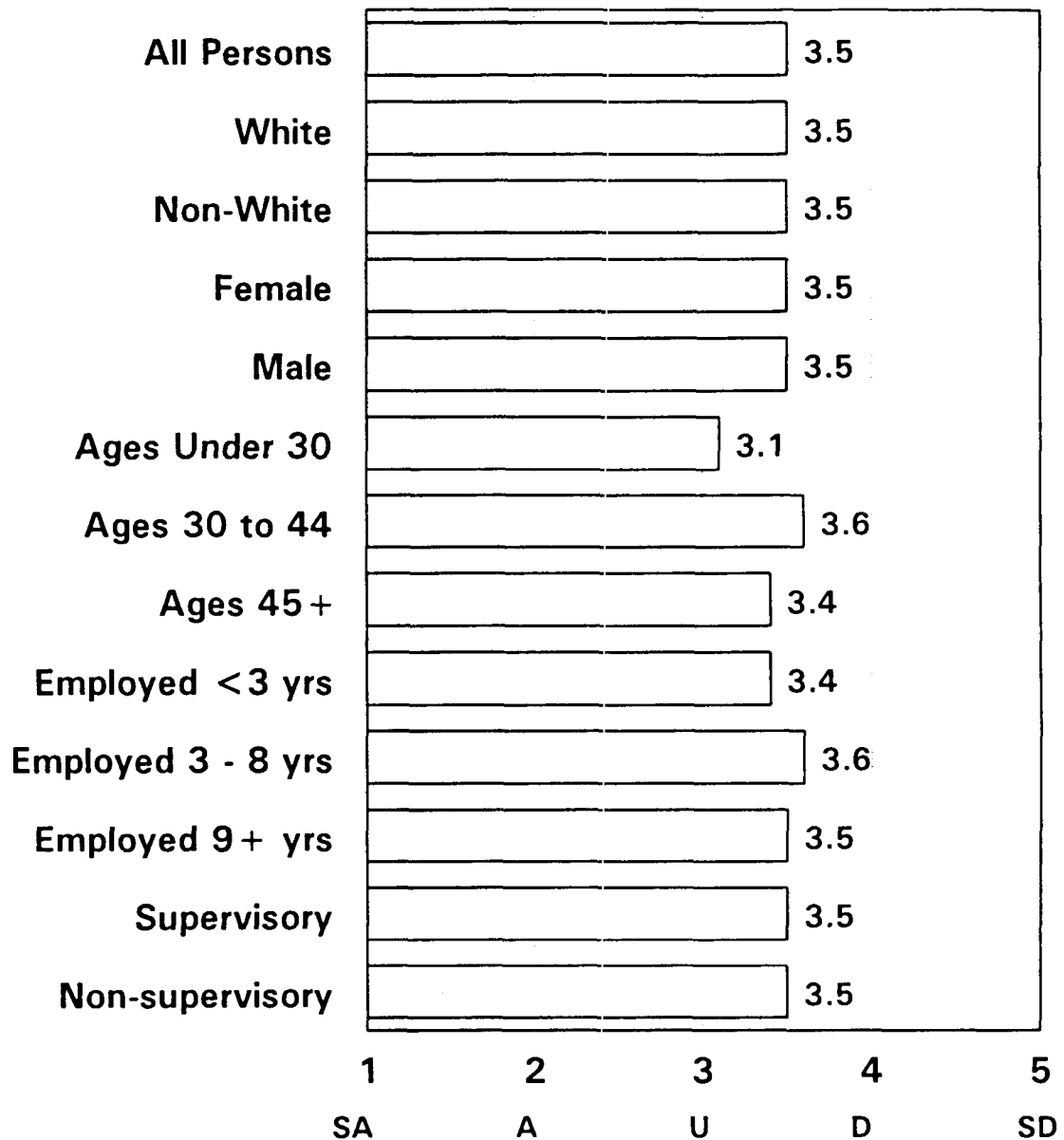
Although both males and females felt that "Communication" was the area in greatest need of improvement, females put a heavier emphasis on Communication, while males put heavy emphasis also on "Delegation."

Positive Changes in Past Several Months (Q78)

One-third of the group felt that Senior Management had made a number of positive changes during the past several months; however, two-thirds responded "no" to this question.

Comparison of Mean Ratings For Senior Management By Major Subgroups

Graph 66



EPA REGION VII SENIOR MANAGEMENT

Question 14: Two areas Senior Management should make improvements

Row%	Q14A IMPROVEMENT 1					
	TEAMWORK	INNOVA- TION	ACCESS- IBILITY	DELEGA- TION	DEVELOP SUBS	COMMUNI- CATION
TOTAL	32.2	26.5	22.7	39.1	16.6	59.5
ETHNIC BACKGROUND						
WHITE	33.0	26.7	23.9	41.1	14.7	57.8
NON-WHITE	29.6	24.1	24.1	27.8	20.4	68.5
RESPONDENT'S SEX						
FEMALE	31.5	24.5	23.1	32.4	19.4	65.7
MALE	33.7	27.6	23.5	46.9	12.2	52.6
AGE						
UNDER 30	31.7	24.4	17.1	36.6	4.9	75.6
30-44	33.2	26.7	23.7	39.2	16.4	58.2
45 PLUS	30.9	25.7	25.0	40.4	19.1	55.9
TIME IN REGION VII						
< 3 YEARS	31.4	26.7	23.3	44.2	11.6	57.0
3 TO 8 YEARS	28.2	31.3	22.1	44.8	14.7	55.8
9 OR MORE	36.8	20.2	24.5	31.3	20.2	64.4
POSITION						
SUPERVISORY	57.1	20.6	19.0	36.5	17.5	47.6
NON-SUPERVISORY	28.1	27.3	23.9	39.2	15.9	61.9

EPA REGION VII SENIOR MANAGEMENT

Question 37: Philosophy & direction for Region has been communicated
(N=431)

Row%	Q37 CLEAR PHILOSOPHY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	1.4	15.6	30.4	36.1	16.5
ETHNIC BACKGROUND					
WHITE	1.1	16.0	30.0	37.1	15.7
NON-WHITE	1.9	14.8	33.3	33.3	16.7
RESPONDENT'S SEX					
FEMALE	0.9	14.4	35.2	30.6	19.0
MALE	2.0	17.8	25.9	41.1	13.2
AGE					
UNDER 30	2.4	24.4	39.0	26.8	7.3
30-44	1.7	15.1	27.2	34.1	22.0
45 PLUS	0.7	14.6	33.6	41.6	9.5
TIME IN REGION VII					
< 3 YEARS	0.0	18.6	33.7	36.0	11.6
3 TO 8 YEARS	1.9	16.7	25.3	34.0	22.2
9 OR MORE	1.8	13.9	33.9	37.0	13.3
POSITION					
SUPERVISORY	1.6	20.6	22.2	38.1	17.5
NON-SUPERVISORY	1.1	15.0	32.3	35.4	16.1

EPA REGION VII SENIOR MANAGEMENT

Question 78: Senior management has recently made positive changes
(N=431)

Row%	Q78 POSITIVE CHANGES RECENTLY	
	YES	NO
=====		
TOTAL		
-----	35.0	65.0
ETHNIC BACKGROUND		

WHITE	34.2	65.8
NON-WHITE	38.0	62.0
RESPONDENT'S SEX		

FEMALE	36.0	64.0
MALE	35.1	64.9
AGE		

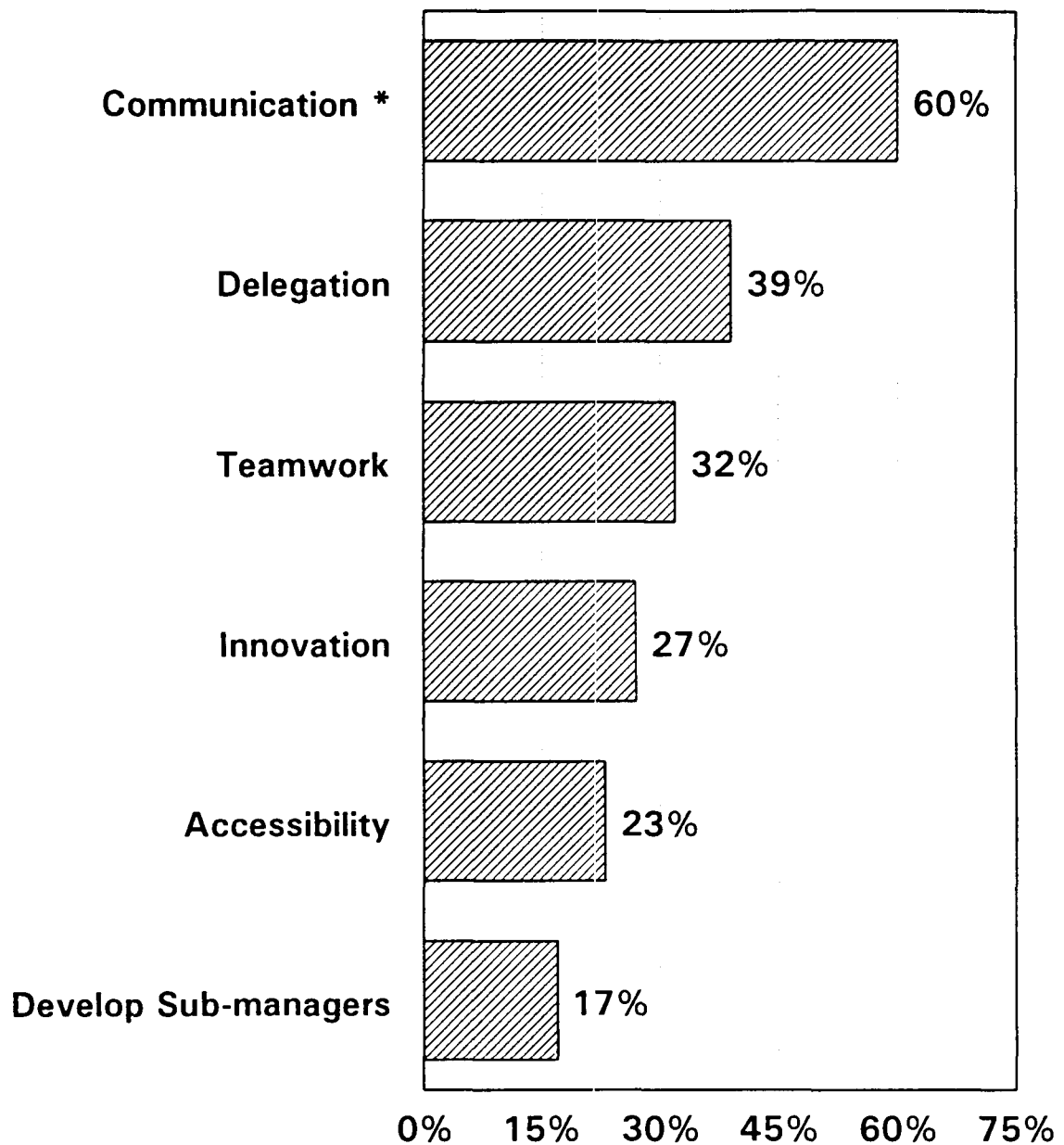
UNDER 30	37.8	62.2
30-44	34.7	65.3
45 PLUS	36.6	63.4
TIME IN REGION VII		

< 3 YEARS	36.3	63.8
3 TO 8 YEARS	38.1	61.9
9 OR MORE	32.7	67.3
POSITION		

SUPERVISORY	45.9	54.1
NON-SUPERVISORY	33.4	66.6

Senior Management Areas For Improvement (Two Choices Permitted for Q14)

Graph 67

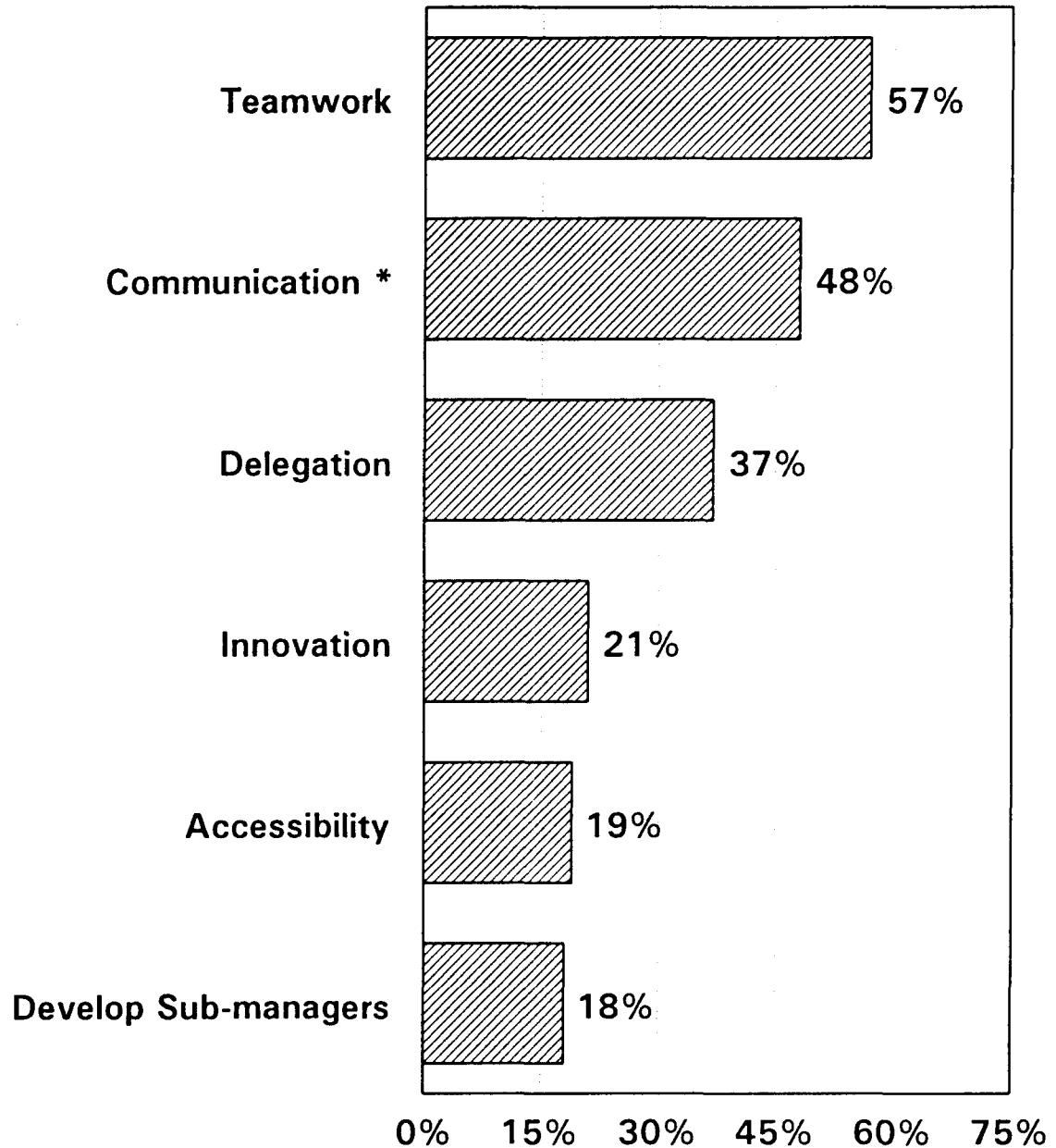


* Including Listening

Senior Management Areas For Improvement By Supervisors

(Two Choices Permitted for Q14)

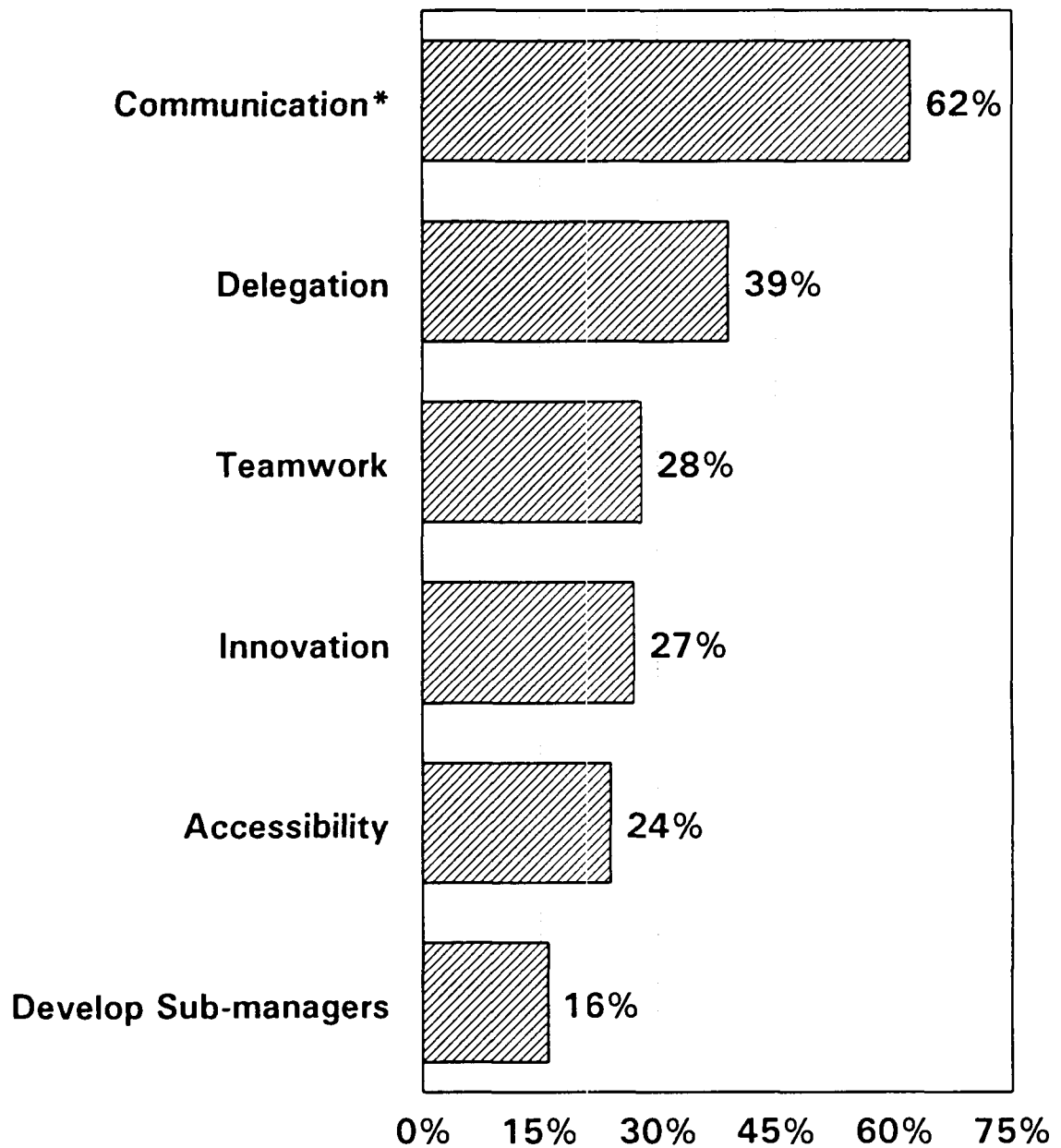
Graph 68



* Including Listening

Senior Management Areas For Improvement By Non-Supervisors (Two Choices Permitted for Q14)

Graph 69

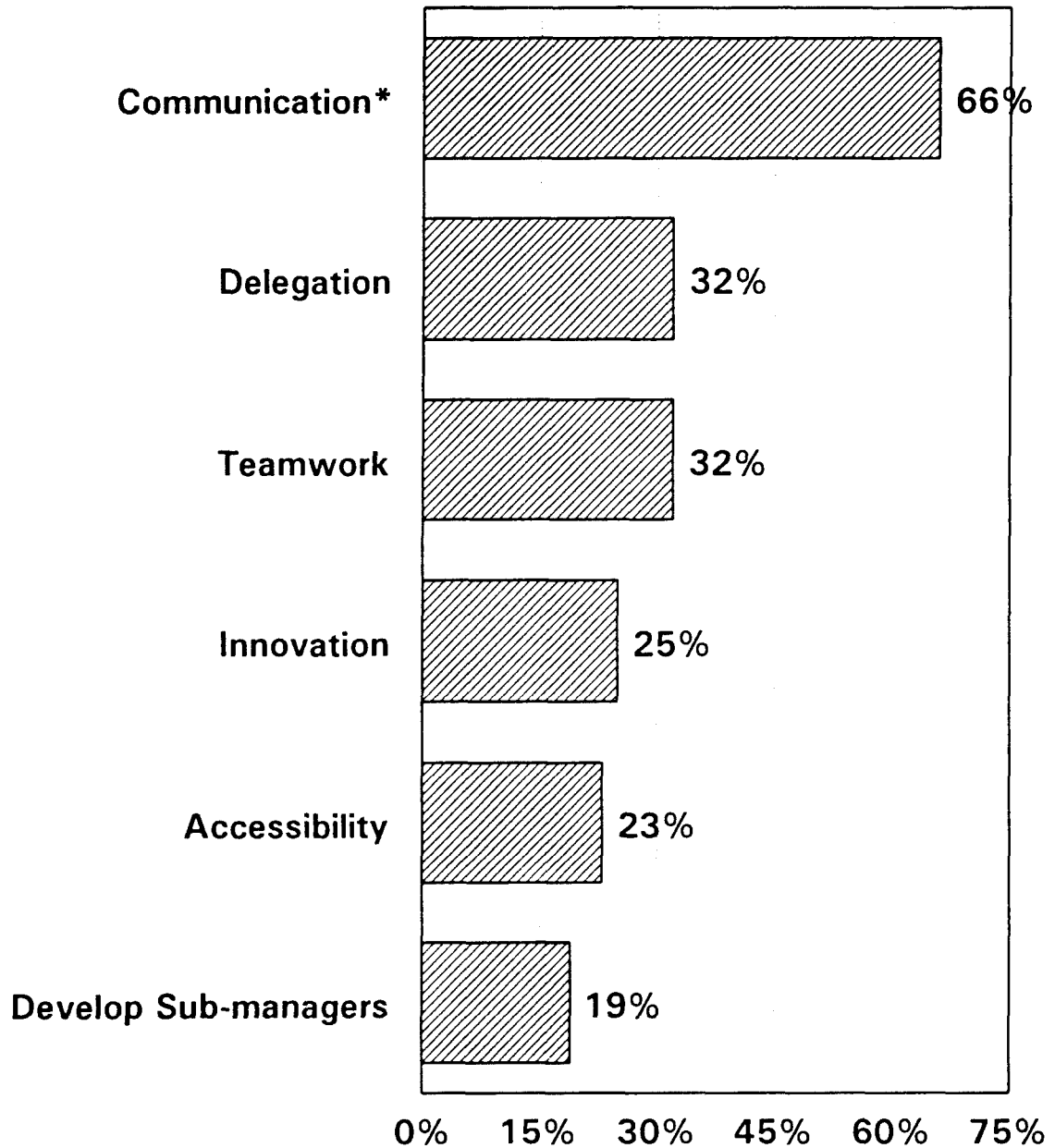


* Including Listening

Senior Management Areas For Improvement By Females

(Two Choices Permitted for Q14)

Graph 70

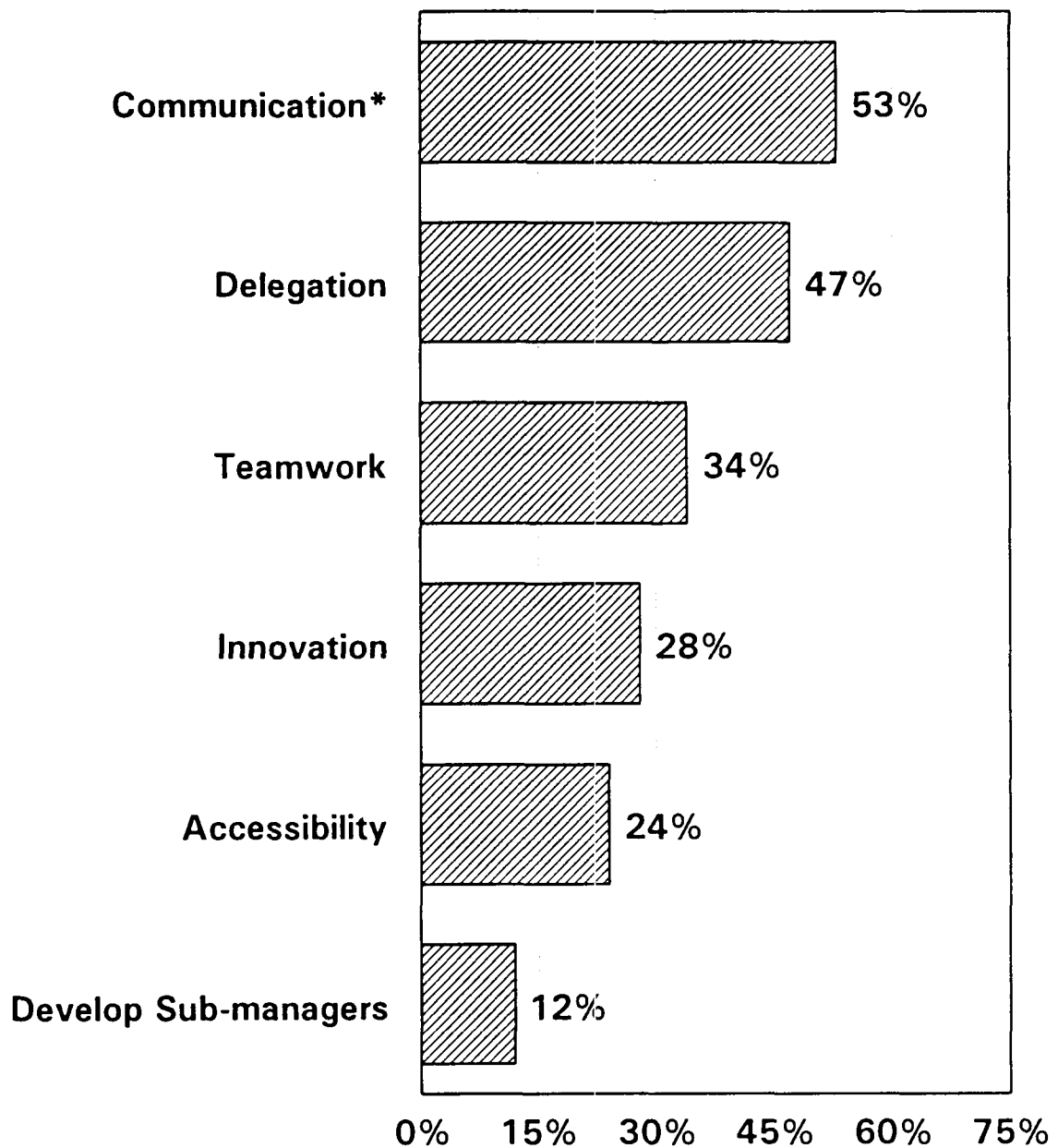


* Including Listening

Senior Management Areas For Improvement By Males

(Two Choices Permitted for Q14)

Graph 71



* Including Listening

Senior Management Philosophy Communicated for Region VIII

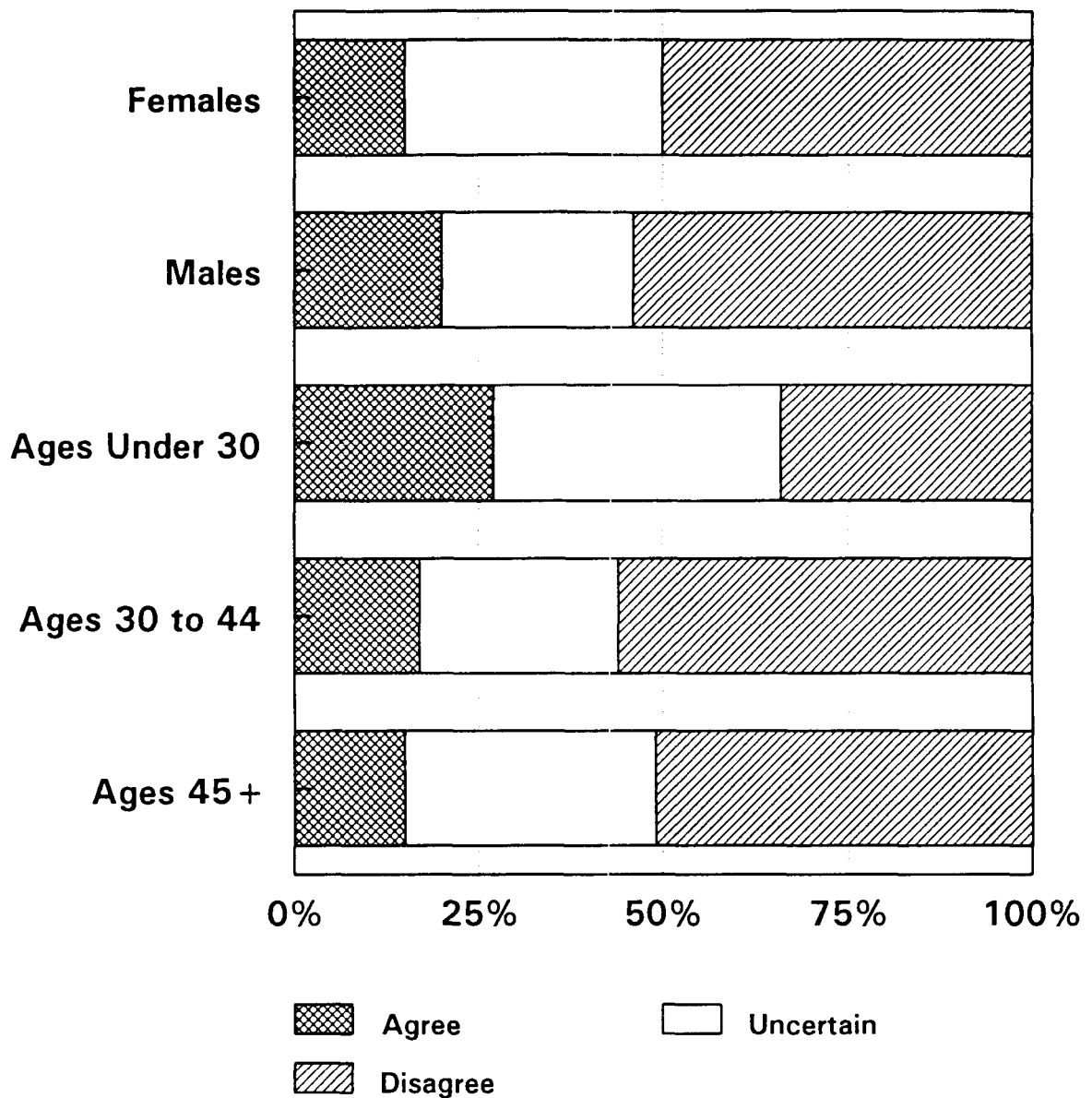
Mean Ratings (Q37)

Graph 72



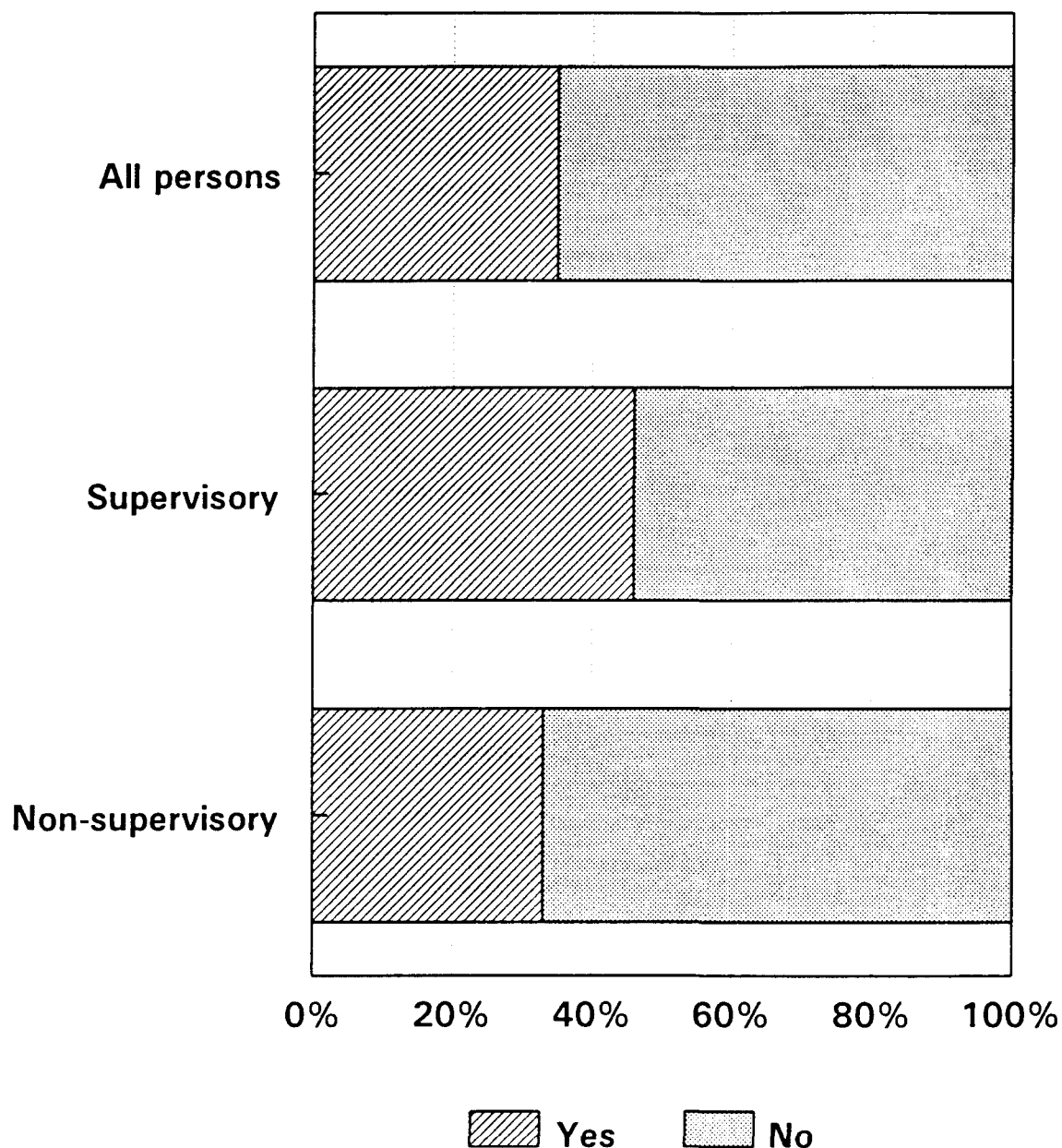
Senior Management: Philosophy Communicated for Region VIII Distributions (Q37)

Graph 73



Senior Management Has Made Positive Changes During Past Several Months (Q78)

Graph 74



Appendix A:

Banners for all questions in order of question number

EPA REGION VII COMMUNICATION

Question 1: Atmosphere of open, informal and honest communication
(N=431)

Row%	Q1 COMMUNICATION				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	2.6	34.4	21.4	31.1	10.6
ETHNIC BACKGROUND					
WHITE	2.6	35.3	19.8	33.6	8.6
NON-WHITE	1.8	35.7	25.0	21.4	16.1
RESPONDENT'S SEX					
FEMALE	2.3	29.4	22.9	32.6	12.8
MALE	2.6	41.3	18.9	29.6	7.7
AGE					
UNDER 30	0.0	35.7	28.6	31.0	4.8
30-44	3.0	34.1	19.4	31.5	12.1
45 PLUS	2.2	37.0	20.3	31.2	9.4
TIME IN REGION VII					
< 3 YEARS	4.5	39.8	29.5	20.5	5.7
3 TO 8 YEARS	1.2	31.3	18.4	35.0	14.1
9 OR MORE	2.5	36.2	18.4	33.1	9.8
POSITION					
SUPERVISORY	4.8	41.3	15.9	31.7	6.3
NON-SUPERVISORY	2.0	33.9	22.0	30.8	11.3

EPA REGION VII GENERAL PERSONNEL

Question 2: Money for technical training or professional development
(N=431)

Row%	Q2 MONEY ALLOCATED	
	TECH	PROF
	TRAINING	DEVELOPMENT
	=====	
TOTAL		
-----	57.0	43.0
ETHNIC BACKGROUND		

WHITE	60.4	39.6
NON-WHITE	35.2	64.8
RESPONDENT'S SEX		

FEMALE	46.4	53.6
MALE	67.4	32.6
AGE		

UNDER 30	50.0	50.0
30-44	56.6	43.4
45 PLUS	57.1	42.9
TIME IN REGION VII		

< 3 YEARS	59.0	41.0
3 TO 8 YEARS	58.6	41.4
9 OR MORE	52.8	47.2
POSITION		

SUPERVISORY	54.8	45.2
NON-SUPERVISORY	57.1	42.9

EPA REGION VII COMMUNICATION

Question 3: Allowed to openly discuss issues that affect our jobs
(N=431)

Row%	Q3 OPEN DISCUSSION				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	28.8	45.0	8.7	11.8	5.7
ETHNIC BACKGROUND					
WHITE	30.5	46.0	7.5	10.9	5.2
NON-WHITE	18.2	41.8	12.7	20.0	7.3
RESPONDENT'S SEX					
FEMALE	26.3	44.2	10.6	11.5	7.4
MALE	31.6	46.4	6.1	12.2	3.6
AGE					
UNDER 30	22.0	56.1	9.8	9.8	2.4
30-44	29.9	44.6	9.1	10.0	6.5
45 PLUS	29.7	42.8	7.2	15.2	5.1
TIME IN REGION VII					
< 3 YEARS	29.5	43.2	13.6	12.5	1.1
3 TO 8 YEARS	30.2	40.7	8.0	13.0	8.0
9 OR MORE	26.4	51.5	6.1	9.8	6.1
POSITION					
SUPERVISORY	33.3	47.6	3.2	14.3	1.6
NON-SUPERVISORY	27.5	45.0	9.3	11.6	6.5

EPA REGION VII WORKING CONDITIONS

Question 4: Work schedule that best fits my work and lifestyle needs
(N=431)

Row%	Q4 WORK SCHEDULE	
	COMPRESSED	FLEXIBLE
=====		
TOTAL		
-----	57.6	42.4
ETHNIC BACKGROUND		

WHITE	59.5	40.5
NON-WHITE	42.9	57.1
RESPONDENT'S SEX		

FEMALE	55.0	45.0
MALE	60.7	39.3
AGE		

UNDER 30	58.5	41.5
30-44	52.6	47.4
45 PLUS	65.9	34.1
TIME IN REGION VII		

< 3 YEARS	54.5	45.5
3 TO 8 YEARS	54.0	46.0
9 OR MORE	63.6	36.4
POSITION		

SUPERVISORY	71.4	28.6
NON-SUPERVISORY	55.4	44.6

EPA REGION VII GENERAL PERSONNEL

Question 5: More money designated for training or awards
(N=431)

Row%	Q5 PREFERENCE	
	TRAINING MONEY	AWARDS MONEY
=====		
TOTAL		
-----	56.6	43.4
ETHNIC BACKGROUND		

WHITE	54.8	45.2
NON-WHITE	57.1	42.9
RESPONDENT'S SEX		

FEMALE	56.3	43.7
MALE	55.2	44.8
AGE		

UNDER 30	70.7	29.3
30-44	53.9	46.1
45 PLUS	54.1	45.9
TIME IN REGION VII		

< 3 YEARS	65.1	34.9
3 TO 8 YEARS	53.8	46.3
9 OR MORE	53.4	46.6
POSITION		

SUPERVISORY	56.5	43.5
NON-SUPERVISORY	56.0	44.0

EPA REGION VII COMMUNICATION

Question 6: Information communicated to me is very selective
(N=431)

Row%	Q6 WITHHOLD INFO				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	14.3	33.9	20.8	26.4	4.7
ETHNIC BACKGROUND					
WHITE	12.8	34.5	19.1	29.1	4.6
NON-WHITE	19.6	30.4	30.4	12.5	7.1
RESPONDENT'S SEX					
FEMALE	17.7	36.8	20.0	20.5	5.0
MALE	10.2	30.5	21.3	33.5	4.6
AGE					
UNDER 30	14.3	26.2	35.7	23.8	0.0
30-44	15.9	35.2	17.6	27.0	4.3
45 PLUS	11.5	32.4	21.6	27.3	7.2
TIME IN REGION VII					
< 3 YEARS	13.6	29.5	21.6	33.0	2.3
3 TO 8 YEARS	19.5	33.5	23.2	22.0	1.8
9 OR MORE	9.7	35.8	18.2	27.3	9.1
POSITION					
SUPERVISORY	6.3	27.0	14.3	39.7	12.7
NON-SUPERVISORY	15.7	34.7	21.8	24.4	3.4

EPA REGION VII COMMUNICATION

Question 7: I feel my opinions are encouraged and respected
(N=431)

Row%	Q7 MY OPINIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	11.0	49.4	17.6	18.7	3.3
ETHNIC BACKGROUND					

WHITE	11.4	51.4	18.6	16.6	2.0
NON-WHITE	10.7	44.6	10.7	23.2	10.7
RESPONDENT'S SEX					

FEMALE	10.5	46.8	16.8	21.8	4.1
MALE	12.2	53.6	18.4	13.8	2.0
AGE					

UNDER 30	7.1	54.8	16.7	21.4	0.0
30-44	12.0	48.9	18.0	17.6	3.4
45 PLUS	11.6	50.7	17.4	16.7	3.6
TIME IN REGION VII					

< 3 YEARS	11.4	56.8	19.3	12.5	0.0
3 TO 8 YEARS	9.8	46.3	19.5	21.3	3.0
9 OR MORE	12.8	49.4	15.2	17.7	4.9
POSITION					

SUPERVISORY	22.2	50.8	14.3	12.7	0.0
NON-SUPERVISORY	9.3	49.7	18.3	19.1	3.7

EPA REGION VII COMMUNICATION

Question 8: I feel I have access to information I need to do my job
(N=431)

Row%	Q8 INFO FOR JOB				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL -----	15.5	60.1	11.5	11.3	1.6
ETHNIC BACKGROUND -----					
WHITE	16.3	61.1	10.0	11.7	0.9
NON-WHITE	12.7	58.2	14.5	7.3	7.3
RESPONDENT'S SEX -----					
FEMALE	14.7	59.2	11.9	11.9	2.3
MALE	17.3	61.4	10.2	10.2	1.0
AGE ---					
UNDER 30	9.8	68.3	12.2	9.8	0.0
30-44	14.6	60.5	12.4	10.3	2.1
45 PLUS	20.1	56.8	8.6	12.9	1.4
TIME IN REGION VII -----					
< 3 YEARS	9.2	62.1	19.5	8.0	1.1
3 TO 8 YEARS	18.3	59.1	8.5	13.4	0.6
9 OR MORE	17.1	60.4	9.1	10.4	3.0
POSITION -----					
SUPERVISORY	22.2	60.3	12.7	3.2	1.6
NON-SUPERVISORY	14.6	60.6	10.7	12.4	1.7

EPA REGION VII PERFORMANCE

Question 9: I would like more influence on how I complete my tasks
(N=431)

Row%	Q9 COMPLETE MY TASKS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	13.0	42.7	12.7	27.1	4.5
ETHNIC BACKGROUND					

WHITE	11.7	41.7	12.3	29.4	4.9
NON-WHITE	17.0	49.1	13.2	17.0	3.8
RESPONDENT'S SEX					

FEMALE	13.0	43.1	12.5	27.3	4.2
MALE	13.2	41.1	12.2	28.4	5.1
AGE					

UNDER 30	14.6	41.5	14.6	29.3	0.0
30-44	12.6	42.9	12.1	28.1	4.3
45 PLUS	13.0	40.6	12.3	27.5	6.5
TIME IN REGION VII					

< 3 YEARS	11.6	44.2	11.6	31.4	1.2
3 TO 8 YEARS	17.8	40.5	14.1	23.9	3.7
9 OR MORE	9.1	42.1	12.2	29.3	7.3
POSITION					

SUPERVISORY	9.5	34.9	7.9	38.1	9.5
NON-SUPERVISORY	13.9	43.1	13.6	25.8	3.7

EPA REGION VII GENERAL PERSONNEL

Question 10: Type of Special Act or Service Award preferred
(N=431)

Row%	Q10 AWARD PREFERRED	

	CASH	TIME OFF
	=====	
TOTAL		

	84.2	15.8
ETHNIC BACKGROUND		

WHITE	83.9	16.1
NON-WHITE	83.9	16.1
RESPONDENT'S SEX		

FEMALE	80.3	19.7
MALE	88.2	11.8
AGE		

UNDER 30	78.0	22.0
30-44	83.5	16.5
45 PLUS	87.7	12.3
TIME IN REGION VII		

< 3 YEARS	80.5	19.5
3 TO 8 YEARS	83.4	16.6
9 OR MORE	87.1	12.9
POSITION		

SUPERVISORY	93.7	6.3
NON-SUPERVISORY	82.4	17.6

EPA REGION VII SUPERVISION

Question 11: Supers are interested in my suggestions for improvement
(N=431)

Row%	Q11 SUPER INTEREST MY SUGGEST				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	12.4	47.9	20.1	15.2	4.4
ETHNIC BACKGROUND					
WHITE	12.8	50.1	20.2	13.4	3.4
NON-WHITE	12.5	39.3	17.9	19.6	10.7
RESPONDENT'S SEX					
FEMALE	12.7	45.5	20.0	15.9	5.9
MALE	12.7	51.8	19.8	13.2	2.5
AGE					
UNDER 30	4.8	61.9	19.0	11.9	2.4
30-44	14.2	48.1	21.5	12.0	4.3
45 PLUS	12.9	45.3	17.3	19.4	5.0
TIME IN REGION VII					
< 3 YEARS	8.0	59.1	19.3	11.4	2.3
3 TO 8 YEARS	14.6	42.7	22.6	15.9	4.3
9 OR MORE	13.3	48.5	18.2	13.9	6.1
POSITION					
SUPERVISORY	22.2	42.9	23.8	9.5	1.6
NON-SUPERVISORY	10.9	49.0	19.3	15.7	5.0

EPA REGION VII QUALITY

Question 12: People in Region VII are encouraged to be creative
(N=431)

Row%	Q12 ENCOURAGE CREATIVITY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	6.5	38.6	21.5	27.1	6.3
ETHNIC BACKGROUND					
WHITE	7.4	37.6	21.7	28.2	5.1
NON-WHITE	3.6	44.6	21.4	19.6	10.7
RESPONDENT'S SEX					
FEMALE	7.7	37.3	20.9	26.8	7.3
MALE	5.6	41.1	22.3	26.4	4.6
AGE					
UNDER 30	2.4	38.1	28.6	28.6	2.4
30-44	7.3	37.8	20.6	27.0	7.3
45 PLUS	7.2	40.3	21.6	25.9	5.0
TIME IN REGION VII					
< 3 YEARS	4.5	42.0	23.9	25.0	4.5
3 TO 8 YEARS	6.1	33.5	21.3	30.5	8.5
9 OR MORE	8.5	42.4	20.0	24.2	4.8
POSITION					
SUPERVISORY	14.3	52.4	11.1	19.0	3.2
NON-SUPERVISORY	5.3	36.4	23.5	28.0	6.7

EPA REGION VII PERFORMANCE

Question 13: I know clearly what results are expected of me in my job
(N=431)

Row%	Q13 KNOW RESULTS EXPECTED	
	YES	NO
=====		
TOTAL		
-----	69.0	31.0
ETHNIC BACKGROUND		

WHITE	69.4	30.6
NON-WHITE	72.7	27.3
RESPONDENT'S SEX		

FEMALE	68.2	31.8
MALE	70.1	29.9
AGE		

UNDER 30	67.5	32.5
30-44	67.0	33.0
45 PLUS	73.9	26.1
TIME IN REGION VII		

< 3 YEARS	65.1	34.9
3 TO 8 YEARS	63.6	36.4
9 OR MORE	77.3	22.7
POSITION		

SUPERVISORY	76.2	23.8
NON-SUPERVISORY	68.1	31.9

EPA REGION VII SENIOR MANAGEMENT

Question 14: Two areas Senior Management should make improvements

Row%	Q14A IMPROVEMENT 1					
	TEAMWORK	INNOVA- TION	ACCESS- IBILITY	DELEGA- TION	DEVELOP SUBS	COMMUNI- CATION
TOTAL	32.2	26.5	22.7	39.1	16.6	59.5
ETHNIC BACKGROUND						
WHITE	33.0	26.7	23.9	41.1	14.7	57.8
NON-WHITE	29.6	24.1	24.1	27.8	20.4	68.5
RESPONDENT'S SEX						
FEMALE	31.5	24.5	23.1	32.4	19.4	65.7
MALE	33.7	27.6	23.5	46.9	12.2	52.6
AGE						
UNDER 30	31.7	24.4	17.1	36.6	4.9	75.6
30-44	33.2	26.7	23.7	39.2	16.4	58.2
45 PLUS	30.9	25.7	25.0	40.4	19.1	55.9
TIME IN REGION VII						
< 3 YEARS	31.4	26.7	23.3	44.2	11.6	57.0
3 TO 8 YEARS	28.2	31.3	22.1	44.8	14.7	55.8
9 OR MORE	36.8	20.2	24.5	31.3	20.2	64.4
POSITION						
SUPERVISORY	57.1	20.6	19.0	36.5	17.5	47.6
NON-SUPERVISORY	28.1	27.3	23.9	39.2	15.9	61.9

EPA REGION VII PERFORMANCE

Question 15: I have sufficient authority to solve routine situations
(N=431)

Row%	Q15 SUFFICIENT AUTHORITY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	18.3	54.8	9.6	13.1	4.2
ETHNIC BACKGROUND					
WHITE	19.4	57.0	8.3	11.7	3.7
NON-WHITE	18.2	41.8	16.4	14.5	9.1
RESPONDENT'S SEX					
FEMALE	19.2	52.1	10.5	12.8	5.5
MALE	18.3	57.9	8.6	12.2	3.0
AGE					
UNDER 30	19.5	56.1	4.9	14.6	4.9
30-44	18.5	54.1	11.2	12.0	4.3
45 PLUS	19.4	55.4	8.6	12.2	4.3
TIME IN REGION VII					
< 3 YEARS	12.6	54.0	11.5	20.7	1.1
3 TO 8 YEARS	16.5	51.8	12.8	11.6	7.3
9 OR MORE	24.2	58.8	5.5	8.5	3.0
POSITION					
SUPERVISORY	31.7	52.4	3.2	9.5	3.2
NON-SUPERVISORY	16.3	55.1	10.7	13.5	4.5

EPA REGION VII PERFORMANCE

Question 16: Most people in Region VII concerned with following rules
(N=431)

Row%	Q16 FOLLOW RULES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	9.2	56.5	17.3	13.0	4.0
ETHNIC BACKGROUND					

WHITE	8.4	59.7	16.1	13.0	2.9
NON-WHITE	10.9	43.6	23.6	14.5	7.3
RESPONDENT'S SEX					

FEMALE	8.8	50.5	18.1	16.2	6.5
MALE	8.7	63.8	16.8	9.2	1.5
AGE					

UNDER 30	5.1	59.0	25.6	7.7	2.6
30-44	10.4	55.0	15.6	14.3	4.8
45 PLUS	7.2	59.7	17.3	12.2	3.6
TIME IN REGION VII					

< 3 YEARS	8.2	57.6	12.9	15.3	5.9
3 TO 8 YEARS	11.0	50.9	20.2	11.7	6.1
9 OR MORE	6.7	62.2	16.5	13.4	1.2
POSITION					

SUPERVISORY	6.5	66.1	17.7	8.1	1.6
NON-SUPERVISORY	9.1	55.2	17.0	14.2	4.5

EPA REGION VII QUALITY

Question 17: Level at which impediments to accomplish mission occur
(N=431)

Row%	Q17 IMPEDIMENT LEVEL		
	FIRST LEVEL	SECOND LEVEL	SENIOR MGMT
=====			
TOTAL			
-----	15.7	17.7	66.6
ETHNIC BACKGROUND			

WHITE	15.1	14.8	70.1
NON-WHITE	20.0	30.0	50.0
RESPONDENT'S SEX			

FEMALE	16.4	18.9	64.7
MALE	15.3	15.9	68.8
AGE			

UNDER 30	25.0	35.0	40.0
30-44	15.2	14.7	70.0
45 PLUS	14.5	16.8	68.7
TIME IN REGION VII			

< 3 YEARS	17.5	25.0	57.5
3 TO 8 YEARS	20.5	17.3	62.2
9 OR MORE	11.0	13.0	76.0
POSITION			

SUPERVISORY	11.9	10.2	78.0
NON-SUPERVISORY	16.8	18.9	64.4

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4 responses allowed)

Row%	Q18 TOP PROGRAM					
	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE COUNSEL	DIVERSITY	ROTATIONS
TOTAL	24.9	18.2	31.7	11.0	12.5	45.1
ETHNIC BACKGROUND						
WHITE	22.8	16.1	27.4	9.4	8.8	46.2
NON-WHITE	32.7	34.6	59.6	21.2	28.8	46.2
RESPONDENT'S SEX						
FEMALE	24.2	27.1	40.1	15.5	15.9	45.4
MALE	25.5	8.7	23.4	6.5	8.7	44.6
AGE						
UNDER 30	31.6	23.7	52.6	18.4	10.5	44.7
30-44	24.9	20.8	32.6	12.7	12.7	48.0
45 PLUS	22.5	13.2	25.6	6.2	13.2	39.5
TIME IN REGION VII						
< 3 YEARS	18.3	19.5	36.6	12.2	14.6	39.0
3 TO 8 YEARS	24.5	21.2	32.5	12.6	12.6	51.7
9 OR MORE	28.0	15.3	29.3	9.6	11.5	40.8
POSITION						
SUPERVISORY	25.0	23.4	18.8	1.6	10.9	46.9
NON-SUPERVISORY	24.3	17.3	35.0	13.1	12.5	45.0

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4 responses allowed)
(Continued)

Row%	Q18 TOP PROGRAM					
	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	NEW EMPLOYEE	
TOTAL	68.8	30.9	23.9	18.0	19.0	6.7
ETHNIC BACKGROUND						
WHITE	73.3	33.1	25.8	17.0	20.7	7.0
NON-WHITE	48.1	17.3	17.3	21.2	9.6	3.8
RESPONDENT'S SEX						
FEMALE	68.6	24.2	32.4	15.0	19.3	8.2
MALE	70.1	38.6	14.7	20.7	17.9	4.9
AGE						
UNDER 30	63.2	26.3	23.7	18.4	26.3	13.2
30-44	72.4	29.0	25.8	14.9	13.6	6.8
45 PLUS	66.7	36.4	21.7	20.9	24.8	4.7
TIME IN REGION VII						
< 3 YEARS	73.2	24.4	26.8	13.4	19.5	13.4
3 TO 8 YEARS	70.2	31.1	21.9	13.2	16.6	3.3
9 OR MORE	66.9	33.8	24.2	24.2	20.4	6.4
POSITION						
SUPERVISORY	70.3	37.5	17.2	15.6	20.3	10.9
NON-SUPERVISORY	69.0	29.2	25.5	18.2	18.5	5.8

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4 responses allowed)
(Continued)

Row%	Q18 TOP PROGRAM		TOTAL
	IN-HOUSE TRAIN	TQM PROGRAM	
TOTAL			
	44.4	21.2	100.0
ETHNIC BACKGROUND			
WHITE	45.6	21.9	100.0
NON-WHITE	38.5	15.4	100.0
RESPONDENT'S SEX			
FEMALE	40.6	12.6	100.0
MALE	48.9	31.5	100.0
AGE			
UNDER 30	28.9	15.8	100.0
30-44	45.2	18.6	100.0
45 PLUS	46.5	28.7	100.0
TIME IN REGION VII			
< 3 YEARS	46.3	13.4	100.0
3 TO 8 YEARS	41.7	21.9	100.0
9 OR MORE	45.9	25.5	100.0
POSITION			
SUPERVISORY	50.0	35.9	100.0
NON-SUPERVISORY	43.8	18.2	100.0

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (TOP CHOICE)
(N=401)

Row%	Q18 TOP PROGRAM					
	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE COUNSEL	DIVERSITY	ROTATIONS
TOTAL	3.2	6.0	13.5	1.5	1.7	11.0
ETHNIC BACKGROUND						
WHITE	2.1	5.5	11.2	1.2	0.6	11.6
NON-WHITE	9.6	11.5	26.9	3.8	1.9	9.6
RESPONDENT'S SEX						
FEMALE	3.4	10.1	16.4	2.4	1.9	9.2
MALE	2.7	1.6	10.3	0.5	1.1	13.0
AGE						
UNDER 30	2.6	10.5	34.2	2.6	0.0	2.6
30-44	2.7	7.2	11.8	2.3	1.8	11.8
45 PLUS	3.9	3.1	10.1	0.0	1.6	12.4
TIME IN REGION VII						
< 3 YEARS	4.9	6.1	22.0	1.2	0.0	8.5
3 TO 8 YEARS	1.3	7.9	9.9	2.0	2.6	11.3
9 OR MORE	3.8	4.5	12.1	1.3	1.3	11.5
POSITION						
SUPERVISORY	3.1	6.3	7.8	0.0	0.0	15.6
NON-SUPERVISORY	3.0	6.1	14.9	1.8	1.5	10.0

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (TOP CHOICE)
(Continued)

Row%	Q18 TOP PROGRAM					
	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	NEW EMPLOYEE	
TOTAL	36.7	3.2	3.5	1.2	4.2	0.7
ETHNIC BACKGROUND						
WHITE	41.0	3.0	4.0	0.6	4.9	0.0
NON-WHITE	11.5	5.8	1.9	5.8	0.0	3.8
RESPONDENT'S SEX						
FEMALE	33.8	1.9	5.3	1.0	4.3	1.4
MALE	40.2	4.3	1.6	1.6	4.3	0.0
AGE						
UNDER 30	28.9	0.0	0.0	0.0	2.6	5.3
30-44	38.0	1.8	5.0	0.9	3.2	0.5
45 PLUS	37.2	6.2	2.3	2.3	6.2	0.0
TIME IN REGION VII						
< 3 YEARS	32.9	2.4	4.9	0.0	2.4	2.4
3 TO 8 YEARS	40.4	1.3	4.0	2.0	4.6	0.7
9 OR MORE	36.3	5.1	2.5	1.3	5.1	0.0
POSITION						
SUPERVISORY	39.1	4.7	9.4	3.1	0.0	0.0
NON-SUPERVISORY	36.5	2.7	2.4	0.9	5.2	0.9

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (TOP CHOICE)
(Continued)

Row%	Q18 TOP PROGRAM	
	IN-HOUSE TRAIN	TQM PROGRAM
	=====	=====
TOTAL		
-----	9.2	4.2
ETHNIC BACKGROUND		

WHITE	10.0	4.3
NON-WHITE	3.8	3.8
RESPONDENT'S SEX		

FEMALE	6.3	2.4
MALE	12.0	6.5
AGE		

UNDER 30	10.5	0.0
30-44	8.1	5.0
45 PLUS	10.1	4.7
TIME IN REGION VII		

< 3 YEARS	11.0	1.2
3 TO 8 YEARS	7.3	4.6
9 OR MORE	9.6	5.7
POSITION		

SUPERVISORY	4.7	6.3
NON-SUPERVISORY	10.0	4.0

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (2ND CHOICE)
(N=431)

Row%	Q18B SECOND PROGRAM					
	NO 2ND CHOICE	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE COUNSEL	DIVERSITY
=====						
TOTAL						

	3.7	6.9	6.2	6.2	3.2	2.2
ETHNIC BACKGROUND						

WHITE	3.9	5.8	5.2	5.5	2.4	1.8
NON-WHITE	1.9	11.3	11.3	9.4	7.5	5.7
RESPONDENT'S SEX						

FEMALE	1.4	7.2	9.1	9.1	3.4	1.9
MALE	5.9	6.5	2.7	3.2	3.2	2.7
AGE						

UNDER 30	0.0	15.8	5.3	2.6	5.3	2.6
30-44	3.1	7.6	7.6	8.1	3.1	2.7
45 PLUS	5.4	3.1	3.9	4.7	2.3	1.6
TIME IN REGION VII						

< 3 YEARS	6.0	4.8	6.0	6.0	3.6	1.2
3 TO 8 YEARS	3.3	7.9	6.6	7.3	4.0	3.3
9 OR MORE	3.2	7.0	5.7	5.7	2.5	1.9
POSITION						

SUPERVISORY	3.1	4.7	7.8	4.7	0.0	3.1
NON-SUPERVISORY	3.9	6.9	5.7	6.6	3.9	2.1

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (2ND CHOICE)
(Continued)

Row%	Q18B SECOND PROGRAM					
	ROTATIONS	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	
TOTAL	12.7	16.6	9.9	4.5	5.5	4.0
ETHNIC BACKGROUND						
WHITE	14.2	15.8	11.5	5.2	5.5	4.5
NON-WHITE	5.7	22.6	1.9	0.0	3.8	1.9
RESPONDENT'S SEX						
FEMALE	13.0	13.9	8.7	7.2	5.3	3.8
MALE	11.9	19.5	11.9	1.6	4.9	4.3
AGE						
UNDER 30	21.1	15.8	5.3	2.6	5.3	2.6
30-44	10.8	17.0	10.8	4.5	3.1	3.1
45 PLUS	12.4	16.3	10.9	5.4	8.5	6.2
TIME IN REGION VII						
< 3 YEARS	12.0	22.9	9.6	4.8	1.2	2.4
3 TO 8 YEARS	15.2	10.6	9.9	3.3	4.0	3.3
9 OR MORE	10.1	18.4	10.8	5.7	8.2	5.7
POSITION						
SUPERVISORY	12.5	25.0	10.9	0.0	0.0	7.8
NON-SUPERVISORY	12.7	14.8	10.0	5.4	6.3	3.3

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (2ND CHOICE)
(Continued)

Row%	Q18B SECOND PROGRAM		
	NEW	IN-HOUSE	TQM
	EMPLOYEE	TRAIN	PROGRAM
=====			
TOTAL			

	1.7	11.2	5.5
ETHNIC BACKGROUND			

WHITE	2.1	10.9	5.8
NON-WHITE	0.0	13.2	3.8
RESPONDENT'S SEX			

FEMALE	2.9	10.1	2.9
MALE	0.5	12.4	8.6
AGE			

UNDER 30	5.3	5.3	5.3
30-44	1.8	13.5	3.1
45 PLUS	0.8	8.5	10.1
TIME IN REGION VII			

< 3 YEARS	4.8	10.8	3.6
3 TO 8 YEARS	0.7	14.6	6.0
9 OR MORE	1.3	7.6	6.3
POSITION			

SUPERVISORY	3.1	9.4	7.8
NON-SUPERVISORY	1.5	11.5	5.1

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (3RD CHOICE)
(N=431)

Row#	Q18C THIRD PROGRAM					
	NO 3RD CHOICE	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE DIVERSITY COUNSEL	
=====						
TOTAL						
-----	7.9	7.4	3.5	5.7	3.5	3.2
ETHNIC BACKGROUND						

WHITE	8.2	8.2	3.6	4.8	3.3	2.1
NON-WHITE	1.9	5.7	3.8	11.3	3.8	7.5
RESPONDENT'S SEX						

FEMALE	3.4	7.7	4.3	7.7	5.3	3.8
MALE	11.9	7.6	2.7	3.8	1.6	2.7
AGE						

UNDER 30	0.0	7.9	2.6	7.9	2.6	0.0
30-44	7.6	7.6	2.7	6.3	4.5	2.7
45 PLUS	9.3	7.8	5.4	4.7	2.3	5.4
TIME IN REGION VII						

< 3 YEARS	9.6	4.8	4.8	3.6	4.8	1.2
3 TO 8 YEARS	9.3	9.3	2.6	7.9	3.3	2.0
9 OR MORE	5.1	7.6	3.8	5.1	3.2	5.7
POSITION						

SUPERVISORY	3.1	7.8	6.3	1.6	0.0	3.1
NON-SUPERVISORY	8.5	7.6	3.0	6.6	4.2	3.3

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (3RD CHOICE)
(Continued)

Row%	Q18C THIRD PROGRAM					
	ROTATIONS	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	
=====						
TOTAL						
-----	11.7	9.9	9.9	7.7	6.7	5.0
ETHNIC BACKGROUND						

WHITE	10.3	10.3	9.7	8.2	6.4	5.5
NON-WHITE	20.8	11.3	7.5	5.7	7.5	3.8
RESPONDENT'S SEX						

FEMALE	13.9	11.5	6.7	9.6	4.3	4.8
MALE	9.2	8.6	13.5	5.4	9.7	4.2
AGE						

UNDER 30	15.8	13.2	10.5	7.9	10.5	7.9
30-44	13.5	11.2	10.3	8.5	6.3	2.7
45 PLUS	7.0	7.8	9.3	6.2	6.2	7.0
TIME IN REGION VII						

< 3 YEARS	13.3	12.0	4.8	9.6	7.2	7.2
3 TO 8 YEARS	15.2	11.3	11.3	6.6	4.0	3.3
9 OR MORE	7.0	8.2	10.8	7.6	9.5	4.4
POSITION						

SUPERVISORY	7.8	3.1	14.1	3.1	9.4	9.4
NON-SUPERVISORY	12.4	11.5	8.8	8.8	6.3	3.6

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (3RD CHOICE)
(Continued)

Row%	Q18C THIRD PROGRAM		
	NEW EMPLOYEE	IN-HOUSE TRAIN	TQM PROGRAM
TOTAL	2.0	11.9	4.0
ETHNIC BACKGROUND			
WHITE	2.1	12.7	4.5
NON-WHITE	0.0	7.5	1.9
RESPONDENT'S SEX			
FEMALE	1.9	11.5	3.4
MALE	1.6	12.4	4.9
AGE			
UNDER 30	0.0	7.9	5.3
30-44	2.2	10.8	3.1
45 PLUS	1.6	14.7	5.4
TIME IN REGION VII			
< 3 YEARS	3.6	8.4	4.8
3 TO 8 YEARS	0.7	10.6	2.6
9 OR MORE	1.9	15.2	5.1
POSITION			
SUPERVISORY	4.7	21.9	4.7
NON-SUPERVISORY	1.2	10.3	3.9

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4TH CHOICE)
(N=431)

Row%	Q18D FOURTH PROGRAM					
	NO 4TH CHOICE	PEAC	DEVELOP PROGRAM	TUITION ASSIST	EMPLOYEE COUNSEL	DIVERSITY
=====						
TOTAL						
-----	11.9	7.5	2.5	6.2	2.7	5.2
ETHNIC BACKGROUND						

WHITE	12.7	7.0	1.8	5.8	2.4	4.2
NON-WHITE	1.9	5.8	7.7	11.5	5.8	13.5
RESPONDENT'S SEX						

FEMALE	6.3	5.8	3.4	6.8	4.3	8.2
MALE	17.3	9.2	1.6	5.9	1.1	2.7
AGE						

UNDER 30	2.6	5.3	5.3	7.9	7.9	7.9
30-44	11.3	7.2	3.2	6.3	2.7	5.4
45 PLUS	14.7	7.8	0.8	6.2	1.6	4.7
TIME IN REGION VII						

< 3 YEARS	13.3	4.8	2.4	4.8	2.4	12.0
3 TO 8 YEARS	12.6	6.0	4.0	7.3	3.3	4.6
9 OR MORE	10.2	9.6	1.3	6.4	2.5	2.5
POSITION						

SUPERVISORY	9.4	9.4	3.1	4.7	1.6	4.7
NON-SUPERVISORY	12.1	7.0	2.4	6.7	3.0	5.5

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4TH CHOICE)
(Continued)

Row%	Q18D FOURTH PROGRAM					
	ROTATIONS	CURRENT FURNITURE TECH	GUARD COVERAGE	WELLNESS	INDOOR AIR	
=====						
TOTAL						

	10.0	6.0	8.0	8.2	4.5	5.7
ETHNIC BACKGROUND						

WHITE	10.3	6.4	8.8	8.5	4.5	5.8
NON-WHITE	9.6	3.8	3.8	9.6	3.8	3.8
RESPONDENT'S SEX						

FEMALE	9.2	9.7	7.2	10.1	4.3	6.3
MALE	10.8	2.2	8.6	5.9	4.3	4.9
AGE						

UNDER 30	5.3	5.3	10.5	13.2	2.6	13.2
30-44	12.2	6.8	6.3	7.7	4.5	4.5
45 PLUS	7.8	5.4	10.1	7.8	3.9	5.4
TIME IN REGION VII						

< 3 YEARS	6.0	6.0	7.2	7.2	4.8	7.2
3 TO 8 YEARS	9.9	7.9	8.6	7.9	3.3	5.3
9 OR MORE	12.1	4.5	7.6	8.3	5.1	5.1
POSITION						

SUPERVISORY	10.9	3.1	7.8	4.7	3.1	3.1
NON-SUPERVISORY	10.0	6.7	7.9	8.8	4.5	6.4

EPA REGION VII GENERAL PERSONNEL

Question 18: Most beneficial program category (4TH CHOICE)
(Continued)

Row%	Q18D FOURTH PROGRAM		
	NEW EMPLOYEE	IN-HOUSE TRAIN	TQM PROGRAM
TOTAL			
	2.2	11.9	7.5
ETHNIC BACKGROUND			
WHITE	2.7	11.8	7.3
NON-WHITE	0.0	13.5	5.8
RESPONDENT'S SEX			
FEMALE	1.9	12.6	3.9
MALE	2.7	11.9	11.4
AGE			
UNDER 30	2.6	5.3	5.3
30-44	2.3	12.6	7.2
45 PLUS	2.3	13.2	8.5
TIME IN REGION VII			
< 3 YEARS	2.4	15.7	3.6
3 TO 8 YEARS	1.3	9.3	8.6
9 OR MORE	3.2	13.4	8.3
POSITION			
SUPERVISORY	3.1	14.1	17.2
NON-SUPERVISORY	2.1	11.8	5.2

EPA REGION VII QUALITY

Question 19: Encouraged to analyze tasks and make recommendations
(N=431)

Row%	Q19 ANALYZE TASKS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	15.4	50.5	11.1	20.6	2.4
ETHNIC BACKGROUND					

WHITE	15.8	50.4	11.5	20.3	2.0
NON-WHITE	13.5	48.1	7.7	26.9	3.8
RESPONDENT'S SEX					

FEMALE	15.9	49.1	10.3	22.0	2.8
MALE	15.7	51.8	11.2	19.3	2.0
AGE					

UNDER 30	7.3	51.2	14.6	24.4	2.4
30-44	17.8	50.9	8.3	20.4	2.6
45 PLUS	15.3	48.9	13.9	19.7	2.2
TIME IN REGION VII					

< 3 YEARS	14.1	50.6	14.1	18.8	2.4
3 TO 8 YEARS	13.5	52.1	9.2	23.3	1.8
9 OR MORE	19.0	49.1	10.4	18.4	3.1
POSITION					

SUPERVISORY	29.7	46.9	4.7	18.8	0.0
NON-SUPERVISORY	12.9	51.4	12.0	20.9	2.9

EPA REGION VII QUALITY

Question 20: Taking risks to improve performance is encouraged
(N=431)

Row%	Q20 RISKS ENCOURAGED				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	5.4	30.7	25.5	29.1	9.2
ETHNIC BACKGROUND					

WHITE	5.2	31.5	25.8	28.7	8.9
NON-WHITE	7.5	28.3	24.5	28.3	11.3
RESPONDENT'S SEX					

FEMALE	7.0	31.6	24.7	26.5	10.2
MALE	4.1	30.5	26.4	31.5	7.6
AGE					

UNDER 30	4.9	31.7	26.8	29.3	7.3
30-44	5.6	30.3	27.7	24.2	12.1
45 PLUS	5.8	32.8	21.9	35.0	4.4
TIME IN REGION VII					

< 3 YEARS	5.8	32.6	30.2	24.4	7.0
3 TO 8 YEARS	4.9	29.6	24.1	30.9	10.5
9 OR MORE	6.1	31.1	25.0	29.3	8.5
POSITION					

SUPERVISORY	9.4	37.5	25.0	25.0	3.1
NON-SUPERVISORY	4.8	29.9	25.6	29.6	10.0

EPA REGION VII QUALITY

Question 21: I understand the mission of EPA
(N=431)

Row%	Q21 UNDERSTAND MISSION				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	21.7	53.8	17.5	5.7	1.4
ETHNIC BACKGROUND					
WHITE	22.3	56.0	14.9	5.4	1.4
NON-WHITE	22.6	45.3	24.5	5.7	1.9
RESPONDENT'S SEX					
FEMALE	23.1	53.2	17.6	5.1	0.9
MALE	20.8	53.8	16.8	6.6	2.0
AGE					
UNDER 30	14.6	53.7	22.0	9.8	0.0
30-44	20.3	53.0	17.7	6.9	2.2
45 PLUS	27.7	54.0	14.6	2.9	0.7
TIME IN REGION VII					
< 3 YEARS	14.0	51.2	24.4	9.3	1.2
3 TO 8 YEARS	21.5	51.5	20.2	6.1	0.6
9 OR MORE	26.8	57.3	10.4	3.0	2.4
POSITION					
SUPERVISORY	35.9	56.3	7.8	0.0	0.0
NON-SUPERVISORY	19.3	53.4	18.8	6.8	1.7

EPA REGION VII PERFORMANCE

Question 22: Outstanding achievements are rewarded in my department
(N=431)

Row%	Q22 REWARD ACHIEVEMENTS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	12.8	38.3	19.9	20.6	8.5
ETHNIC BACKGROUND					

WHITE	12.9	39.0	20.1	21.8	6.3
NON-WHITE	11.3	41.5	13.2	15.1	18.9
RESPONDENT'S SEX					

FEMALE	15.3	37.0	17.6	18.1	12.0
MALE	10.7	40.8	21.4	22.4	4.6
AGE					

UNDER 30	7.3	51.2	22.0	14.6	4.9
30-44	13.0	35.9	19.5	21.2	10.4
45 PLUS	15.3	39.4	19.0	19.7	6.6
TIME IN REGION VII					

< 3 YEARS	15.1	43.0	23.3	12.8	5.8
3 TO 8 YEARS	10.5	37.0	21.0	22.8	8.6
9 OR MORE	14.6	37.2	16.5	22.0	9.8
POSITION					

SUPERVISORY	20.6	44.4	14.3	17.5	3.2
NON-SUPERVISORY	11.6	37.5	20.5	21.0	9.4

EPA REGION VII QUALITY

Question 23: I know who my internal customers are
(N=431)

Row%	Q23 INTERNAL CUSTOMERS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	24.0	64.6	7.1	3.8	0.5
ETHNIC BACKGROUND					
WHITE	24.2	65.4	6.1	4.0	0.3
NON-WHITE	22.6	64.2	7.5	3.8	1.9
RESPONDENT'S SEX					
FEMALE	26.8	63.4	5.2	4.2	0.5
MALE	22.3	65.5	8.1	3.6	0.5
AGE					
UNDER 30	12.5	62.5	15.0	7.5	2.5
30-44	24.8	63.5	7.0	4.3	0.4
45 PLUS	28.5	66.4	2.9	2.2	0.0
TIME IN REGION VII					
< 3 YEARS	22.4	55.3	14.1	7.1	1.2
3 TO 8 YEARS	22.4	67.7	5.0	5.0	0.0
9 OR MORE	28.0	65.9	4.3	1.2	0.6
POSITION					
SUPERVISORY	40.6	54.7	1.6	3.1	0.0
NON-SUPERVISORY	21.2	66.8	7.4	4.0	0.6

EPA REGION VII QUALITY

Question 24: I know who my external customers are
(N=431)

Row%	Q24 EXTERNAL CUSTOMERS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	24.2	58.7	10.9	5.2	1.0
ETHNIC BACKGROUND					
WHITE	24.8	59.7	9.5	5.2	0.9
NON-WHITE	18.9	54.7	17.0	7.5	1.9
RESPONDENT'S SEX					
FEMALE	27.2	53.5	10.8	7.5	0.9
MALE	21.8	64.0	10.2	3.0	1.0
AGE					
UNDER 30	12.2	61.0	14.6	12.2	0.0
30-44	24.8	53.5	13.9	6.5	1.3
45 PLUS	28.7	65.4	3.7	1.5	0.7
TIME IN REGION VII					
< 3 YEARS	21.2	52.9	16.5	8.2	1.2
3 TO 8 YEARS	23.6	58.4	11.8	5.6	0.6
9 OR MORE	28.0	61.0	6.1	3.7	1.2
POSITION					
SUPERVISORY	39.1	53.1	4.7	3.1	0.0
NON-SUPERVISORY	22.1	59.6	11.5	5.7	1.1

EPA REGION VII QUALITY

Question 25: I understand my customers' needs
(N=431)

Row%	Q25 UNDERSTAND NEEDS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
----	14.6	59.3	19.6	5.0	1.4
ETHNIC BACKGROUND					

WHITE	15.1	58.1	20.3	4.9	1.5
NON-WHITE	13.2	64.2	13.2	7.5	1.9
RESPONDENT'S SEX					

FEMALE	18.9	55.2	17.9	6.1	1.9
MALE	10.8	63.6	20.5	4.1	1.0
AGE					

UNDER 30	9.8	51.2	29.3	7.3	2.4
30-44	15.8	55.7	21.5	5.3	1.8
45 PLUS	15.6	66.7	12.6	4.4	0.7
TIME IN REGION VII					

< 3 YEARS	15.3	55.3	20.0	7.1	2.4
3 TO 8 YEARS	12.6	58.5	22.0	4.4	2.5
9 OR MORE	17.2	62.0	16.0	4.9	0.0
POSITION					

SUPERVISORY	19.4	59.7	16.1	3.2	1.6
NON-SUPERVISORY	14.1	59.2	19.8	5.5	1.4

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4 choices permitted)

Row%	Q26 NEW PROGRAM 1					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	57.3	22.7	53.9	28.5	4.6	25.4
ETHNIC BACKGROUND						
WHITE	55.5	24.3	53.4	26.4	4.5	26.7
NON-WHITE	66.0	13.2	54.7	45.3	5.7	18.9
RESPONDENT'S SEX						
FEMALE	56.1	28.0	53.7	31.3	6.1	23.4
MALE	56.5	16.7	53.2	25.8	3.2	28.5
AGE						
UNDER 30	62.5	17.5	50.0	60.0	2.5	22.5
30-44	56.6	26.5	58.4	31.0	7.1	20.8
45 PLUS	53.4	17.6	45.8	15.3	1.5	34.4
TIME IN REGION VII						
< 3 YEARS	63.5	25.9	45.9	37.6	2.4	28.2
3 TO 8 YEARS	55.5	23.2	58.1	32.9	7.1	19.4
9 OR MORE	53.1	20.6	53.8	20.0	3.8	30.6
POSITION						
SUPERVISORY	59.7	16.1	53.2	25.8	6.5	30.6
NON-SUPERVISORY	56.3	23.8	54.0	29.3	4.4	24.6

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4 choices permitted)
(Continued)

Row%	Q26 NEW PROGRAM 1					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
TOTAL	28.3	26.8	48.0	12.9	27.6	27.1
ETHNIC BACKGROUND						
WHITE	29.7	27.9	49.3	11.3	24.9	27.6
NON-WHITE	15.1	20.8	39.6	24.5	41.5	24.5
RESPONDENT'S SEX						
FEMALE	22.4	24.8	47.7	18.2	29.9	25.2
MALE	34.9	29.6	48.9	7.0	24.7	29.0
AGE						
UNDER 30	10.0	20.0	37.5	17.5	35.0	17.5
30-44	28.8	28.3	47.8	13.3	27.4	25.2
45 PLUS	33.6	27.5	52.7	10.7	25.2	32.8
TIME IN REGION VII						
< 3 YEARS	22.4	18.8	42.4	15.3	34.1	25.9
3 TO 8 YEARS	28.4	29.0	47.1	9.0	24.5	25.8
9 OR MORE	30.6	29.4	53.1	15.6	26.9	28.1
POSITION						
SUPERVISORY	40.3	27.4	50.0	6.5	27.4	32.3
NON-SUPERVISORY	25.8	26.7	47.5	14.4	27.6	26.1

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4 choices permitted)
(Continued)

Row%	Q26 NEW PROGRAM 1	TOTAL
	-----	-----
	CASUAL DRESS	
	=====	
TOTAL		

	19.3	100.0
ETHNIC BACKGROUND		

WHITE	19.0	100.0
NON-WHITE	24.5	100.0
RESPONDENT'S SEX		

FEMALE	19.6	100.0
MALE	19.4	100.0
AGE		

UNDER 30	37.5	100.0
30-44	16.8	100.0
45 PLUS	19.1	100.0
TIME IN REGION VII		

< 3 YEARS	23.5	100.0
3 TO 8 YEARS	20.6	100.0
9 OR MORE	16.3	100.0
POSITION		

SUPERVISORY	17.7	100.0
NON-SUPERVISORY	19.9	100.0

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (TOP CHOICE)
(N=410)

Row%	Q26 NEW PROGRAM 1					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	21.2	4.1	22.0	7.8	0.2	6.3
ETHNIC BACKGROUND						
WHITE	19.6	4.7	23.4	6.2	0.3	6.8
NON-WHITE	34.0	1.9	18.9	13.2	0.0	0.0
RESPONDENT'S SEX						
FEMALE	19.6	7.0	22.0	8.4	0.5	6.1
MALE	22.6	1.1	22.6	6.5	0.0	6.5
AGE						
UNDER 30	32.5	2.5	12.5	17.5	0.0	10.0
30-44	20.4	4.0	25.2	8.8	0.0	4.4
45 PLUS	18.3	5.3	19.8	2.3	0.8	8.4
TIME IN REGION VII						
< 3 YEARS	23.5	5.9	14.1	10.6	1.2	5.9
3 TO 8 YEARS	19.4	3.9	27.1	10.3	0.0	4.5
9 OR MORE	21.3	3.8	21.9	3.8	0.0	8.1
POSITION						
SUPERVISORY	19.4	1.6	22.6	4.8	0.0	9.7
NON-SUPERVISORY	21.4	4.7	22.0	8.2	0.3	5.6

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (TOP CHOICE)
(Continued)

Row%	Q26 NEW PROGRAM 1					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
TOTAL						
	3.9	4.4	16.1	1.5	4.6	6.6
ETHNIC BACKGROUND						
WHITE	3.9	4.7	16.0	0.9	5.0	7.1
NON-WHITE	1.9	3.8	15.1	3.8	1.9	3.8
RESPONDENT'S SEX						
FEMALE	2.8	2.3	16.8	1.4	5.6	7.0
MALE	5.4	7.0	15.1	1.1	3.8	6.5
AGE						
UNDER 30	5.0	2.5	10.0	2.5	0.0	2.5
30-44	4.0	4.0	14.6	1.3	4.9	7.1
45 PLUS	3.8	6.1	20.6	0.8	6.1	6.9
TIME IN REGION VII						
< 3 YEARS	7.1	2.4	11.8	0.0	3.5	11.8
3 TO 8 YEARS	2.6	1.3	19.4	2.6	3.9	4.5
9 OR MORE	3.1	8.8	15.6	0.6	6.3	5.6
POSITION						
SUPERVISORY	4.8	8.1	14.5	0.0	6.5	6.5
NON-SUPERVISORY	3.5	3.8	16.4	1.8	4.4	6.7

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (TOP CHOICE)
(Continued)

Row%	Q26 NEW PROGRAM 1 ----- CASUAL DRESS =====
------	-----------------------------------------------------------

TOTAL

1.2

ETHNIC BACKGROUND

WHITE	1.2
NON-WHITE	1.9

RESPONDENT'S SEX

FEMALE	0.5
MALE	2.2

AGE

UNDER 30	2.5
30-44	1.3
45 PLUS	0.8

TIME IN REGION VII

< 3 YEARS	2.4
3 TO 8 YEARS	0.6
9 OR MORE	1.3

POSITION

SUPERVISORY	1.6
NON-SUPERVISORY	1.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (2ND CHOICE)
(N=431)

Row%	Q26B NEW PROGRAM 2					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	15.9	7.6	13.7	9.8	0.2	7.8
ETHNIC BACKGROUND						
WHITE	15.7	8.0	12.2	9.2	0.3	8.3
NON-WHITE	11.3	7.5	17.0	17.0	0.0	7.5
RESPONDENT'S SEX						
FEMALE	17.8	8.4	12.6	10.7	0.5	7.0
MALE	12.9	6.5	14.5	9.1	0.0	9.1
AGE						
UNDER 30	12.5	7.5	17.5	25.0	0.0	2.5
30-44	18.1	7.5	14.6	9.7	0.4	8.0
45 PLUS	11.5	7.6	10.7	6.1	0.0	9.2
TIME IN REGION VII						
< 3 YEARS	20.0	8.2	11.8	15.3	0.0	5.9
3 TO 8 YEARS	16.1	9.0	16.1	11.0	0.6	7.7
9 OR MORE	12.5	5.6	12.5	6.3	0.0	9.4
POSITION						
SUPERVISORY	16.1	6.5	14.5	9.7	0.0	6.5
NON-SUPERVISORY	15.8	7.6	13.2	10.0	0.3	8.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (2ND CHOICE)
(Continued)

Row%	Q26B NEW PROGRAM 2					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
TOTAL	8.0	7.8	12.0	3.4	4.6	5.1
ETHNIC BACKGROUND						
WHITE	9.2	8.9	12.2	2.7	4.2	5.0
NON-WHITE	1.9	1.9	11.3	9.4	5.7	5.7
RESPONDENT'S SEX						
FEMALE	6.1	7.9	10.7	6.1	4.2	5.1
MALE	10.8	7.5	12.9	0.5	4.8	5.4
AGE						
UNDER 30	5.0	5.0	7.5	2.5	5.0	7.5
30-44	7.1	7.5	11.1	3.1	4.4	4.9
45 PLUS	11.5	9.2	14.5	4.6	3.8	5.3
TIME IN REGION VII						
< 3 YEARS	5.9	7.1	8.2	4.7	7.1	3.5
3 TO 8 YEARS	6.5	7.1	10.3	0.6	4.5	6.5
9 OR MORE	11.3	8.1	15.0	5.6	3.1	5.0
POSITION						
SUPERVISORY	14.5	9.7	14.5	0.0	1.6	4.8
NON-SUPERVISORY	7.0	7.3	11.1	4.1	5.3	5.3

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (2ND CHOICE)
(Continued)

Row%	Q26B NEW PROGRAM 2	
	CASUAL DRESS	NO 2ND CHOICE
	=====	
TOTAL		
-----	1.7	2.4
ETHNIC BACKGROUND		

WHITE	1.8	2.4
NON-WHITE	1.9	1.9
RESPONDENT'S SEX		

FEMALE	1.4	1.4
MALE	2.2	3.8
AGE		

UNDER 30	2.5	0.0
30-44	1.8	1.8
45 PLUS	1.5	4.6
TIME IN REGION VII		

< 3 YEARS	1.2	1.2
3 TO 8 YEARS	1.3	2.6
9 OR MORE	2.5	3.1
POSITION		

SUPERVISORY	1.6	0.0
NON-SUPERVISORY	1.8	2.9

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (3RD CHOICE)
(N=431)

Row%	Q26C NEW PROGRAM 3					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	11.7	5.6	11.0	6.8	1.7	6.1
ETHNIC BACKGROUND						
WHITE	12.2	5.9	11.0	7.7	1.8	6.2
NON-WHITE	7.5	1.9	11.3	3.8	0.0	5.7
RESPONDENT'S SEX						
FEMALE	10.3	5.6	13.1	7.0	1.9	6.1
MALE	12.4	5.4	7.5	7.0	1.6	6.5
AGE						
UNDER 30	15.0	7.5	10.0	12.5	0.0	7.5
30-44	9.3	6.6	11.5	9.7	2.7	4.9
45 PLUS	13.7	3.1	8.4	0.8	0.8	7.6
TIME IN REGION VII						
< 3 YEARS	12.9	7.1	12.9	8.2	0.0	11.8
3 TO 8 YEARS	11.6	3.9	9.0	8.4	1.9	3.9
9 OR MORE	10.0	6.3	10.6	5.0	2.5	5.6
POSITION						
SUPERVISORY	14.5	1.6	11.3	11.3	4.8	6.5
NON-SUPERVISORY	10.9	6.2	10.9	6.2	1.2	6.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (3RD CHOICE)
(Continued)

Row%	Q26C NEW PROGRAM 3					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
TOTAL	8.5	7.1	12.4	3.9	6.6	5.9
ETHNIC BACKGROUND						
WHITE	8.6	7.1	13.6	3.9	3.6	4.7
NON-WHITE	7.5	5.7	9.4	5.7	22.6	11.3
RESPONDENT'S SEX						
FEMALE	7.9	6.1	13.1	4.7	7.9	5.1
MALE	9.7	8.6	12.4	3.2	4.8	5.9
AGE						
UNDER 30	0.0	7.5	10.0	5.0	17.5	2.5
30-44	10.2	8.0	13.3	4.9	4.4	3.5
45 PLUS	9.2	6.1	12.2	2.3	6.9	9.9
TIME IN REGION VII						
< 3 YEARS	4.7	7.1	12.9	4.7	7.1	3.5
3 TO 8 YEARS	11.6	9.0	10.3	2.6	6.5	5.8
9 OR MORE	8.1	5.6	15.0	5.0	6.3	6.3
POSITION						
SUPERVISORY	9.7	1.6	14.5	4.8	4.8	4.8
NON-SUPERVISORY	8.5	7.9	12.3	3.8	6.7	5.9

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (3RD CHOICE)
(Continued)

Row%	Q26C NEW PROGRAM 3	
	CASUAL DRESS	NO 3RD CHOICE
	=====	
TOTAL		
-----	6.6	6.1
ETHNIC BACKGROUND		

WHITE	6.8	6.8
NON-WHITE	5.7	1.9
RESPONDENT'S SEX		

FEMALE	6.1	5.1
MALE	7.5	7.5
AGE		

UNDER 30	2.5	2.5
30-44	7.5	3.5
45 PLUS	6.9	12.2
TIME IN REGION VII		

< 3 YEARS	4.7	2.4
3 TO 8 YEARS	7.7	7.7
9 OR MORE	6.9	6.9
POSITION		

SUPERVISORY	8.1	1.6
NON-SUPERVISORY	6.5	7.0

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4TH CHOICE)
(N=431)

Row%	Q26D NEW PROGRAM 4					
	FITNESS CENTER	JOB SHARING	WORK AT HOME	CHILD CARE	ELDER CARE	ERGO- NOMICS
TOTAL	8.5	5.4	7.3	4.1	2.4	5.1
ETHNIC BACKGROUND						
WHITE	8.0	5.6	6.8	3.3	2.1	5.3
NON-WHITE	13.2	1.9	7.5	11.3	5.7	5.7
RESPONDENT'S SEX						
FEMALE	8.4	7.0	6.1	5.1	3.3	4.2
MALE	8.6	3.8	8.6	3.2	1.6	6.5
AGE						
UNDER 30	2.5	0.0	10.0	5.0	2.5	2.5
30-44	8.8	8.4	7.1	2.7	4.0	3.5
45 PLUS	9.9	1.5	6.9	6.1	0.0	9.2
TIME IN REGION VII						
< 3 YEARS	7.1	4.7	7.1	3.5	1.2	4.7
3 TO 8 YEARS	8.4	6.5	5.8	3.2	4.5	3.2
9 OR MORE	9.4	5.0	8.8	5.0	1.3	7.5
POSITION						
SUPERVISORY	9.7	6.5	4.8	0.0	1.6	8.1
NON-SUPERVISORY	8.2	5.3	7.9	5.0	2.6	4.7

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4TH CHOICE)
(Continued)

Row%	Q26D NEW PROGRAM 4					
	ESTATE PLANNING	SUGGEST PROGRAM	EMPLOYEE ASSESS	ON-SITE MEDICAL	ENVIRON- MENT	TRAIN FACILITY
TOTAL	7.8	7.6	7.6	4.1	11.7	9.5
ETHNIC BACKGROUND						
WHITE	8.0	7.1	7.4	3.9	12.2	10.7
NON-WHITE	3.8	9.4	3.8	5.7	11.3	3.8
RESPONDENT'S SEX						
FEMALE	5.6	8.4	7.0	6.1	12.1	7.9
MALE	9.1	6.5	8.6	2.2	11.3	11.3
AGE						
UNDER 30	0.0	5.0	10.0	7.5	12.5	5.0
30-44	7.5	8.8	8.8	4.0	13.7	9.7
45 PLUS	9.2	6.1	5.3	3.1	8.4	10.7
TIME IN REGION VII						
< 3 YEARS	4.7	2.4	9.4	5.9	16.5	7.1
3 TO 8 YEARS	7.7	11.6	7.1	3.2	9.7	9.0
9 OR MORE	8.1	6.9	7.5	4.4	11.3	11.3
POSITION						
SUPERVISORY	11.3	8.1	6.5	1.6	14.5	16.1
NON-SUPERVISORY	6.7	7.6	7.6	4.7	11.1	8.2

EPA REGION VII GENERAL PERSONNEL

Question 26: Most beneficial "new" programs (4TH CHOICE)
(Continued)

Row%	Q26D NEW PROGRAM 4	
	CASUAL DRESS	NO 4TH CHOICE
	=====	
TOTAL		
-----	9.8	9.0
ETHNIC BACKGROUND		

WHITE	9.2	10.4
NON-WHITE	15.1	1.9
RESPONDENT'S SEX		

FEMALE	11.7	7.0
MALE	7.5	11.3
AGE		

UNDER 30	30.0	7.5
30-44	6.2	6.6
45 PLUS	9.9	13.7
TIME IN REGION VII		

< 3 YEARS	15.3	10.6
3 TO 8 YEARS	11.0	9.0
9 OR MORE	5.6	8.1
POSITION		

SUPERVISORY	6.5	4.8
NON-SUPERVISORY	10.6	9.7

EPA REGION VII QUALITY

Question 27: There are incentives in Region VII to encourage workers
(N=431)

Row%	Q27 INCENTIVES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	5.7	30.9	23.5	32.1	7.8
ETHNIC BACKGROUND					

WHITE	5.5	30.7	24.4	32.8	6.6
NON-WHITE	9.4	32.1	20.8	24.5	13.2
RESPONDENT'S SEX					

FEMALE	6.5	28.0	22.9	33.6	8.9
MALE	5.1	35.0	23.9	29.4	6.6
AGE					

UNDER 30	2.4	36.6	26.8	34.1	0.0
30-44	4.8	29.4	20.3	34.2	11.3
45 PLUS	8.8	32.4	27.9	26.5	4.4
TIME IN REGION VII					

< 3 YEARS	3.5	36.0	25.6	29.1	5.8
3 TO 8 YEARS	3.1	29.2	19.3	39.8	8.7
9 OR MORE	9.8	30.5	26.2	25.6	7.9
POSITION					

SUPERVISORY	12.5	32.8	26.6	25.0	3.1
NON-SUPERVISORY	4.6	31.1	22.9	32.9	8.6

EPA REGION VII QUALITY

Question 28: Quality improvement efforts have made positive impact
(N=431)

Row%	Q28 QUALITY IMPROVEMENTS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	3.5	29.2	38.1	20.9	8.2
ETHNIC BACKGROUND					
WHITE	3.4	29.9	37.3	21.4	8.0
NON-WHITE	3.7	27.8	42.6	20.4	5.6
RESPONDENT'S SEX					
FEMALE	3.7	24.5	44.0	19.4	8.3
MALE	3.5	35.4	31.3	22.7	7.1
AGE					
UNDER 30	0.0	40.5	54.8	4.8	0.0
30-44	3.9	29.3	37.9	20.3	8.6
45 PLUS	4.4	27.0	32.8	27.0	8.8
TIME IN REGION VII					
< 3 YEARS	3.4	33.3	44.8	13.8	4.6
3 TO 8 YEARS	2.5	29.4	35.0	22.1	11.0
9 OR MORE	4.9	27.4	37.2	23.8	6.7
POSITION					
SUPERVISORY	6.3	34.4	32.8	20.3	6.3
NON-SUPERVISORY	3.1	28.6	38.5	21.2	8.5

EPA REGION VII TEAMWORK

Question 31: Clearly defined goals for team members to achieve
(N=431)

Row%	Q31 DEFINED GOALS	
	YES	NO
=====		
TOTAL		
-----	56.2	43.8
ETHNIC BACKGROUND		

WHITE	56.2	43.8
NON-WHITE	56.6	43.4
RESPONDENT'S SEX		

FEMALE	52.1	47.9
MALE	60.4	39.6
AGE		

UNDER 30	52.5	47.5
30-44	59.7	40.3
45 PLUS	52.2	47.8
TIME IN REGION VII		

< 3 YEARS	55.3	44.7
3 TO 8 YEARS	50.9	49.1
9 OR MORE	62.1	37.9
POSITION		

SUPERVISORY	83.9	16.1
NON-SUPERVISORY	51.1	48.9

EPA REGION VII TEAMWORK

Question 32: Team members share the praise when the team succeeds
(N=431)

Row%	Q32 SHARE PRAISE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	6.9	46.2	24.4	18.2	4.3
ETHNIC BACKGROUND					

WHITE	7.2	46.8	23.9	18.4	3.7
NON-WHITE	5.5	47.3	23.6	18.2	5.5
RESPONDENT'S SEX					

FEMALE	8.3	43.6	22.5	18.8	6.9
MALE	5.7	49.5	26.3	17.5	1.0
AGE					

UNDER 30	4.8	50.0	19.0	21.4	4.8
30-44	5.2	48.9	22.9	18.2	4.8
45 PLUS	11.0	41.9	27.9	16.2	2.9
TIME IN REGION VII					

< 3 YEARS	3.4	54.5	26.1	14.8	1.1
3 TO 8 YEARS	5.6	46.9	19.4	21.3	6.9
9 OR MORE	10.4	41.7	27.6	17.2	3.1
POSITION					

SUPERVISORY	17.5	63.5	0.0	17.5	1.6
NON-SUPERVISORY	5.1	43.3	28.2	18.5	4.8

EPA REGION VII TEAMWORK

Question 33: Team members share the responsibility when the team fails
(N=431)

Row%	Q33 SHARE RESPONSIBILITY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	4.5	39.6	29.1	22.7	4.1
ETHNIC BACKGROUND					

WHITE	4.3	41.7	29.0	20.9	4.1
NON-WHITE	1.8	32.7	32.7	29.1	3.6
RESPONDENT'S SEX					

FEMALE	5.6	38.0	29.6	20.8	6.0
MALE	3.1	42.0	29.0	23.8	2.1
AGE					

UNDER 30	4.8	31.0	31.0	31.0	2.4
30-44	3.5	43.7	28.4	19.7	4.8
45 PLUS	5.9	37.0	30.4	23.0	3.7
TIME IN REGION VII					

< 3 YEARS	0.0	44.8	34.5	19.5	1.1
3 TO 8 YEARS	3.8	35.8	24.5	28.9	6.9
9 OR MORE	7.4	41.4	30.9	17.3	3.1
POSITION					

SUPERVISORY	7.9	47.6	11.1	31.7	1.6
NON-SUPERVISORY	3.7	38.2	32.8	20.7	4.6

EPA REGION VII SUPERVISION

Question 34: Assignment time frame and priorities are clearly explained
(N=431)

Row%	Q34 PRIORITIES CLEAR				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	11.0	52.3	11.4	19.4	5.8
ETHNIC BACKGROUND					
WHITE	10.5	53.1	12.8	17.9	5.7
NON-WHITE	14.3	51.8	5.4	23.2	5.4
RESPONDENT'S SEX					
FEMALE	13.6	50.0	8.6	18.6	9.1
MALE	7.6	55.8	14.7	19.3	2.5
AGE					
UNDER 30	11.6	55.8	11.6	14.0	7.0
30-44	11.2	51.1	11.6	19.7	6.4
45 PLUS	10.1	55.1	11.6	18.1	5.1
TIME IN REGION VII					
< 3 YEARS	9.0	58.4	10.1	15.7	6.7
3 TO 8 YEARS	11.7	44.8	12.3	23.3	8.0
9 OR MORE	10.9	58.2	11.5	15.8	3.6
POSITION					
SUPERVISORY	11.1	49.2	12.7	23.8	3.2
NON-SUPERVISORY	10.6	52.9	11.5	18.5	6.4

EPA REGION VII SUPERVISION

Question 35: Supervisor asks for explanation before criticizing my work
(N=431)

Row%	Q35 CRITICIZE WORK				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	8.5	47.6	17.2	17.5	9.2
ETHNIC BACKGROUND					
WHITE	8.6	50.1	15.8	17.2	8.3
NON-WHITE	7.3	36.4	21.8	21.8	12.7
RESPONDENT'S SEX					
FEMALE	9.2	43.6	14.7	19.7	12.8
MALE	7.1	54.1	18.4	15.3	5.1
AGE					
UNDER 30	7.1	45.2	19.0	19.0	9.5
30-44	9.1	46.3	17.7	17.7	9.1
45 PLUS	7.2	52.9	13.8	16.7	9.4
TIME IN REGION VII					
< 3 YEARS	5.7	47.7	21.6	15.9	9.1
3 TO 8 YEARS	11.2	44.1	16.8	18.0	9.9
9 OR MORE	6.7	52.7	14.5	17.6	8.5
POSITION					
SUPERVISORY	6.3	52.4	14.3	19.0	7.9
NON-SUPERVISORY	8.5	47.5	17.2	17.2	9.6

EPA REGION VII COMMUNICATION

Question 36: I feel that I can be direct and honest with my supervisor
(N=431)

Row%	Q36 HONEST WITH SUPER				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	22.0	46.0	12.4	12.1	7.5
ETHNIC BACKGROUND					

WHITE	22.4	47.4	11.1	11.9	7.1
NON-WHITE	21.4	42.9	10.7	14.3	10.7
RESPONDENT'S SEX					

FEMALE	24.5	40.5	11.8	12.7	10.5
MALE	19.3	53.8	11.7	11.2	4.1
AGE					

UNDER 30	16.3	58.1	7.0	11.6	7.0
30-44	24.9	42.5	12.0	11.6	9.0
45 PLUS	19.6	50.7	12.3	12.3	5.1
TIME IN REGION VII					

< 3 YEARS	20.2	50.6	12.4	11.2	5.6
3 TO 8 YEARS	27.0	38.7	11.0	12.9	10.4
9 OR MORE	18.2	52.1	12.1	11.5	6.1
POSITION					

SUPERVISORY	22.2	49.2	11.1	12.7	4.8
NON-SUPERVISORY	21.8	46.2	11.8	12.0	8.1

EPA REGION VII SENIOR MANAGEMENT

Question 37: Philosophy & direction for Region has been communicated
(N=431)

Row%	Q37 CLEAR PHILOSOPHY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	1.4	15.6	30.4	36.1	16.5
ETHNIC BACKGROUND					
WHITE	1.1	16.0	30.0	37.1	15.7
NON-WHITE	1.9	14.8	33.3	33.3	16.7
RESPONDENT'S SEX					
FEMALE	0.9	14.4	35.2	30.6	19.0
MALE	2.0	17.8	25.9	41.1	13.2
AGE					
UNDER 30	2.4	24.4	39.0	26.8	7.3
30-44	1.7	15.1	27.2	34.1	22.0
45 PLUS	0.7	14.6	33.6	41.6	9.5
TIME IN REGION VII					
< 3 YEARS	0.0	18.6	33.7	36.0	11.6
3 TO 8 YEARS	1.9	16.7	25.3	34.0	22.2
9 OR MORE	1.8	13.9	33.9	37.0	13.3
POSITION					
SUPERVISORY	1.6	20.6	22.2	38.1	17.5
NON-SUPERVISORY	1.1	15.0	32.3	35.4	16.1

EPA REGION VII SUPERVISION

Question 38: Supervisor helps me develop my skills so I can advance
(N=431)

Row%	Q38 DEVELOP MY SKILLS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	10.3	39.2	17.4	24.2	8.9
ETHNIC BACKGROUND					
WHITE	10.0	41.4	16.3	24.0	8.3
NON-WHITE	14.3	30.4	19.6	25.0	10.7
RESPONDENT'S SEX					
FEMALE	14.2	34.9	16.1	22.9	11.9
MALE	6.1	45.2	17.8	25.4	5.6
AGE					
UNDER 30	11.9	38.1	21.4	19.0	9.5
30-44	12.0	44.4	13.7	20.9	9.0
45 PLUS	7.4	33.1	20.6	30.1	8.8
TIME IN REGION VII					
< 3 YEARS	9.1	45.5	19.3	19.3	6.8
3 TO 8 YEARS	11.0	37.8	17.1	24.4	9.8
9 OR MORE	10.4	38.0	16.0	26.4	9.2
POSITION					
SUPERVISORY	10.9	45.3	12.5	31.3	0.0
NON-SUPERVISORY	10.2	38.7	17.8	22.9	10.5

EPA REGION VII PERSONNEL CHANGES

Question 39: Supervisor explains reasons for changes that affect me
(N=431)

Row%	Q39 EXPLAINS CHANGES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	10.6	51.4	13.1	18.5	6.3
ETHNIC BACKGROUND					
WHITE	10.5	51.3	14.5	18.2	5.4
NON-WHITE	12.7	45.5	7.3	23.6	10.9
RESPONDENT'S SEX					
FEMALE	12.9	45.6	9.7	22.6	9.2
MALE	8.1	57.6	17.2	14.1	3.0
AGE					
UNDER 30	4.7	69.8	7.0	11.6	7.0
30-44	11.6	49.8	14.2	16.7	7.7
45 PLUS	10.9	48.2	13.9	23.4	3.6
TIME IN REGION VII					
< 3 YEARS	9.0	55.1	15.7	10.1	10.1
3 TO 8 YEARS	10.4	50.9	10.4	22.7	5.5
9 OR MORE	11.7	50.3	14.7	18.4	4.9
POSITION					
SUPERVISORY	12.5	46.9	12.5	26.6	1.6
NON-SUPERVISORY	10.2	52.3	13.3	16.9	7.3

EPA REGION VII SUPERVISION

Question 40: Involved, when possible, in decisions that affect my work
(N=431)

Row%	Q40 DECISIONS INVOLVE ME				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	15.0	48.7	13.6	13.3	9.4
ETHNIC BACKGROUND					

WHITE	15.1	50.4	12.0	13.7	8.8
NON-WHITE	16.1	41.1	16.1	14.3	12.5
RESPONDENT'S SEX					

FEMALE	17.4	46.6	10.0	13.7	12.3
MALE	12.7	51.3	16.2	13.7	6.1
AGE					

UNDER 30	14.0	51.2	20.9	7.0	7.0
30-44	16.7	47.6	10.7	13.3	11.6
45 PLUS	13.1	50.4	13.9	16.1	6.6
TIME IN REGION VII					

< 3 YEARS	11.2	48.3	18.0	12.4	10.1
3 TO 8 YEARS	14.7	44.8	15.3	13.5	11.7
9 OR MORE	17.7	53.0	8.5	14.0	6.7
POSITION					

SUPERVISORY	15.6	54.7	7.8	17.2	4.7
NON-SUPERVISORY	14.9	47.6	14.1	13.0	10.4

EPA REGION VII SUPERVISION

Question 41: My supervisor criticizes me in front of other people
(N=431)

Row%	Q41 OPEN CRITICISM				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
----	3.5	10.1	3.0	51.5	31.9
ETHNIC BACKGROUND					

WHITE	4.0	10.5	2.6	51.9	31.1
NON-WHITE	1.8	5.4	3.6	53.6	35.7
RESPONDENT'S SEX					

FEMALE	4.6	11.9	2.8	45.9	34.9
MALE	2.5	7.6	2.5	58.6	28.8
AGE					

UNDER 30	2.4	2.4	4.8	61.9	28.6
30-44	3.8	11.1	3.0	50.4	31.6
45 PLUS	3.6	9.5	1.5	51.1	34.3
TIME IN REGION VII					

< 3 YEARS	2.2	7.9	5.6	50.6	33.7
3 TO 8 YEARS	3.7	9.8	1.8	52.1	32.5
9 OR MORE	4.3	10.4	1.8	52.4	31.1
POSITION					

SUPERVISORY	1.6	7.8	3.1	56.3	31.3
NON-SUPERVISORY	3.9	10.1	2.8	51.3	31.8

EPA REGION VII SUPERVISION

Question 42: Supervisor gives me timely and useful feedback
(N=431)

Row%	Q42 TIMELY FEEDBACK				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	8.6	45.1	18.0	21.0	7.2
ETHNIC BACKGROUND					

WHITE	8.2	44.6	18.5	21.9	6.8
NON-WHITE	12.5	42.9	14.3	21.4	8.9
RESPONDENT'S SEX					

FEMALE	11.0	38.4	16.9	22.8	11.0
MALE	6.1	52.5	18.7	19.7	3.0
AGE					

UNDER 30	9.3	48.8	14.0	18.6	9.3
30-44	9.0	46.6	15.8	20.1	8.5
45 PLUS	8.0	41.6	22.6	23.4	4.4
TIME IN REGION VII					

< 3 YEARS	5.6	51.7	13.5	21.3	7.9
3 TO 8 YEARS	9.8	42.1	18.3	20.7	9.1
9 OR MORE	9.1	45.1	20.1	20.7	4.9
POSITION					

SUPERVISORY	7.8	42.2	21.9	25.0	3.1
NON-SUPERVISORY	8.7	45.5	17.1	20.5	8.1

EPA REGION VII SUPERVISION

Question 43: My supervisor appreciates me and the job I do
(N=431)

Row%	Q43 SUPER APPRECIATES ME				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	24.1	45.1	15.0	10.3	5.6
ETHNIC BACKGROUND					

WHITE	23.9	47.4	13.6	9.9	5.1
NON-WHITE	28.6	35.7	16.1	10.7	8.9
RESPONDENT'S SEX					

FEMALE	26.5	41.1	12.3	11.9	8.2
MALE	21.7	51.0	16.2	8.1	3.0
AGE					

UNDER 30	27.9	44.2	18.6	7.0	2.3
30-44	25.2	45.3	12.4	10.3	6.8
45 PLUS	21.9	48.2	16.1	8.8	5.1
TIME IN REGION VII					

< 3 YEARS	23.6	46.1	20.2	5.6	4.5
3 TO 8 YEARS	25.0	45.7	11.0	11.0	7.3
9 OR MORE	23.8	45.1	14.6	11.6	4.9
POSITION					

SUPERVISORY	25.0	43.8	15.6	12.5	3.1
NON-SUPERVISORY	23.9	45.5	14.6	9.8	6.2

EPA REGION VII SUPERVISION

Question 44: My supervisor praises me when I do tasks extremely well
(N=431)

Row%	Q44 SUPER PRAISES ME				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	21.5	44.9	12.6	15.4	5.6
ETHNIC BACKGROUND					

WHITE	22.4	44.9	11.1	16.5	5.1
NON-WHITE	14.3	50.0	12.5	14.3	8.9
RESPONDENT'S SEX					

FEMALE	26.0	39.7	10.5	16.0	7.8
MALE	17.2	50.0	14.1	15.7	3.0
AGE					

UNDER 30	18.6	53.5	16.3	7.0	4.7
30-44	23.9	42.7	10.7	15.4	7.3
45 PLUS	19.7	45.3	13.1	19.0	2.9
TIME IN REGION VII					

< 3 YEARS	25.8	46.1	12.4	12.4	3.4
3 TO 8 YEARS	22.0	42.1	13.4	15.2	7.3
9 OR MORE	19.5	47.0	11.6	17.1	4.9
POSITION					

SUPERVISORY	18.8	45.3	14.1	20.3	1.6
NON-SUPERVISORY	22.2	44.7	11.8	14.9	6.5

EPA REGION VII SUPERVISION

Question 45: My supervisor encourages me to ask questions
(N=431)

Row%	Q45 ASK QUESTIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	17.8	47.7	15.7	15.0	4.0
ETHNIC BACKGROUND					

WHITE	17.9	48.3	15.1	14.5	4.3
NON-WHITE	16.1	48.2	14.3	17.9	3.6
RESPONDENT'S SEX					

FEMALE	22.4	42.5	14.6	15.5	5.0
MALE	12.6	54.5	16.2	13.6	3.0
AGE					

UNDER 30	16.3	58.1	4.7	18.6	2.3
30-44	20.9	44.4	15.8	13.7	5.1
45 PLUS	13.1	51.8	18.2	13.9	2.9
TIME IN REGION VII					

< 3 YEARS	20.2	51.7	14.6	10.1	3.4
3 TO 8 YEARS	20.1	42.1	16.5	17.1	4.3
9 OR MORE	14.0	51.8	15.2	14.6	4.3
POSITION					

SUPERVISORY	12.5	51.6	17.2	17.2	1.6
NON-SUPERVISORY	18.5	47.5	14.9	14.6	4.5

EPA REGION VII COMMUNICATION

Question 46: Conflicts honestly discussed and resolved in my section
(N=431)

Row%	Q46 CONFLICTS DISCUSSED				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	7.2	40.0	24.5	18.2	10.0
ETHNIC BACKGROUND					

WHITE	8.0	41.2	23.6	17.9	9.4
NON-WHITE	5.4	37.5	26.8	19.6	10.7
RESPONDENT'S SEX					

FEMALE	7.3	35.2	23.3	22.8	11.4
MALE	7.1	46.0	25.3	13.6	8.1
AGE					

UNDER 30	2.3	48.8	18.6	18.6	11.6
30-44	6.8	39.7	25.2	17.5	10.7
45 PLUS	9.5	39.4	24.1	19.0	8.0
TIME IN REGION VII					

< 3 YEARS	2.2	43.8	28.1	16.9	9.0
3 TO 8 YEARS	8.5	37.8	19.5	20.1	14.0
9 OR MORE	8.5	40.2	27.4	17.1	6.7
POSITION					

SUPERVISORY	12.5	60.9	14.1	4.7	7.8
NON-SUPERVISORY	6.2	36.5	25.8	20.8	10.7

EPA REGION VII SUPERVISION

Question 47: I understand day to day concerns of my supervisor
(N=431)

Row%	Q47 DAY TO DAY CONCERNS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	9.9	43.2	18.3	24.6	4.0
ETHNIC BACKGROUND					

WHITE	9.9	46.0	15.9	24.4	3.7
NON-WHITE	8.9	33.9	28.6	21.4	7.1
RESPONDENT'S SEX					

FEMALE	11.5	39.9	21.1	22.0	5.5
MALE	8.1	48.0	14.6	26.8	2.5
AGE					

UNDER 30	7.0	39.5	23.3	20.9	9.3
30-44	9.0	42.1	18.9	25.3	4.7
45 PLUS	12.4	48.2	15.3	22.6	1.5
TIME IN REGION VII					

< 3 YEARS	5.6	40.4	22.5	27.0	4.5
3 TO 8 YEARS	10.5	39.5	17.3	27.2	5.6
9 OR MORE	11.6	49.4	16.5	20.1	2.4
POSITION					

SUPERVISORY	23.4	48.4	10.9	14.1	3.1
NON-SUPERVISORY	7.3	42.7	18.9	26.8	4.2

EPA REGION VII COMMUNICATION

Question 48: My supervisor gives me clear directions
(N=431)

Row%	Q48 CLEAR DIRECTIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	9.7	48.2	16.4	20.2	5.5
ETHNIC BACKGROUND					

WHITE	9.6	47.4	17.4	20.1	5.5
NON-WHITE	10.7	50.0	12.5	19.6	7.1
RESPONDENT'S SEX					

FEMALE	10.7	47.9	14.0	20.0	7.4
MALE	8.2	48.7	19.5	20.0	3.6
AGE					

UNDER 30	7.3	43.9	19.5	22.0	7.3
30-44	10.0	50.2	16.0	18.2	5.6
45 PLUS	9.6	46.7	17.0	21.5	5.2
TIME IN REGION VII					

< 3 YEARS	10.2	51.1	17.0	17.0	4.5
3 TO 8 YEARS	11.8	41.0	20.5	19.9	6.8
9 OR MORE	6.8	55.3	12.4	20.5	5.0
POSITION					

SUPERVISORY	6.5	50.0	12.9	24.2	6.5
NON-SUPERVISORY	10.0	48.1	17.1	19.4	5.4

EPA REGION VII COMMUNICATION

Question 49: My supervisor gives me timely directions
(N=431)

Row%	Q49 TIMELY DIRECTIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	8.6	49.9	18.3	18.3	5.0
ETHNIC BACKGROUND					
WHITE	8.1	49.1	20.1	17.4	5.2
NON-WHITE	8.9	57.1	7.1	21.4	5.4
RESPONDENT'S SEX					
FEMALE	9.3	51.2	12.6	19.5	7.4
MALE	7.2	48.7	24.6	16.9	2.6
AGE					
UNDER 30	7.3	53.7	17.1	14.6	7.3
30-44	8.2	51.5	17.7	17.3	5.2
45 PLUS	8.9	46.7	20.0	20.0	4.4
TIME IN REGION VII					
< 3 YEARS	8.0	55.7	18.2	13.6	4.5
3 TO 8 YEARS	9.9	42.2	21.7	19.3	6.8
9 OR MORE	6.8	55.9	14.9	18.6	3.7
POSITION					
SUPERVISORY	6.5	46.8	21.0	21.0	4.8
NON-SUPERVISORY	8.5	50.7	17.7	17.9	5.1

EPA REGION VII WORKING CONDITIONS

Question 50: My supervisor demands obedience and strict discipline
(N=431)

Row%	Q50 STRICT DISCIPLINE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	6.0	16.7	13.6	49.8	13.9
ETHNIC BACKGROUND					
WHITE	5.5	15.7	12.5	51.6	14.6
NON-WHITE	9.3	22.2	11.1	50.0	7.4
RESPONDENT'S SEX					
FEMALE	6.5	16.4	12.6	47.2	17.3
MALE	5.7	16.1	13.5	53.9	10.9
AGE					
UNDER 30	7.5	17.5	15.0	45.0	15.0
30-44	5.2	15.3	10.5	51.5	17.5
45 PLUS	7.4	15.6	17.0	51.1	8.9
TIME IN REGION VII					
< 3 YEARS	4.6	9.2	16.1	56.3	13.8
3 TO 8 YEARS	6.3	18.8	9.4	46.9	18.8
9 OR MORE	6.9	17.5	15.0	50.6	10.0
POSITION					
SUPERVISORY	12.9	19.4	9.7	50.0	8.1
NON-SUPERVISORY	4.9	15.8	13.8	50.3	15.2

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with library services
(N=431)

Row%	Q51A LIBRARY SERVICES				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	18.6	43.1	32.6	4.3	1.4
ETHNIC BACKGROUND					

WHITE	19.4	43.5	32.2	4.1	0.9
NON-WHITE	13.0	44.4	33.3	5.6	3.7
RESPONDENT'S SEX					

FEMALE	19.1	41.9	34.0	3.3	1.9
MALE	18.6	44.8	30.9	4.6	1.0
AGE					

UNDER 30	20.0	37.5	32.5	5.0	5.0
30-44	18.2	43.7	33.8	3.0	1.3
45 PLUS	20.0	43.7	30.4	5.2	0.7
TIME IN REGION VII					

< 3 YEARS	14.9	33.3	43.7	5.7	2.3
3 TO 8 YEARS	20.0	44.4	29.4	5.0	1.3
9 OR MORE	20.4	46.9	29.6	1.9	1.2
POSITION					

SUPERVISORY	17.7	40.3	32.3	8.1	1.6
NON-SUPERVISORY	19.1	44.0	32.3	3.1	1.4

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with career counseling
(N=431)

Row%	Q51B CAREER COUNSELING				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	2.9	13.8	56.3	20.3	6.8
ETHNIC BACKGROUND					

WHITE	2.6	12.6	58.5	19.3	7.0
NON-WHITE	5.9	25.5	47.1	15.7	5.9
RESPONDENT'S SEX					

FEMALE	4.7	19.9	48.8	20.4	6.2
MALE	1.0	7.8	64.6	18.8	7.8
AGE					

UNDER 30	0.0	12.5	70.0	15.0	2.5
30-44	3.1	16.6	51.1	21.8	7.4
45 PLUS	3.8	9.8	61.4	17.4	7.6
TIME IN REGION VII					

< 3 YEARS	1.2	15.1	62.8	15.1	5.8
3 TO 8 YEARS	5.0	11.9	56.3	20.6	6.3
9 OR MORE	1.9	15.3	53.5	21.7	7.6
POSITION					

SUPERVISORY	6.5	17.7	51.6	22.6	1.6
NON-SUPERVISORY	2.3	13.4	57.6	18.9	7.8

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with benefits counseling
(N=431)

Row%	Q51C BENEFITS COUNSELING				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	4.1	28.5	42.2	19.7	5.5
ETHNIC BACKGROUND					
WHITE	4.1	29.1	41.0	20.6	5.2
NON-WHITE	3.8	30.8	50.0	11.5	3.8
RESPONDENT'S SEX					
FEMALE	4.7	34.7	38.0	17.8	4.7
MALE	3.6	22.3	46.6	20.7	6.7
AGE					
UNDER 30	5.0	17.5	50.0	22.5	5.0
30-44	5.2	32.2	39.1	18.3	5.2
45 PLUS	2.3	26.3	44.4	20.3	6.8
TIME IN REGION VII					
< 3 YEARS	5.8	27.9	47.7	16.3	2.3
3 TO 8 YEARS	5.0	34.4	38.1	17.5	5.0
9 OR MORE	2.5	24.4	43.1	21.9	8.1
POSITION					
SUPERVISORY	6.5	29.0	38.7	19.4	6.5
NON-SUPERVISORY	3.7	28.8	43.2	19.0	5.2

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with office supply services
(N=431)

Row%	Q51D OFFICE SUPPLIES				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	3.8	31.3	23.4	26.1	15.3
ETHNIC BACKGROUND					

WHITE	2.9	30.1	22.9	27.2	16.8
NON-WHITE	7.7	40.4	21.2	21.2	9.6
RESPONDENT'S SEX					

FEMALE	2.8	28.2	23.5	26.3	19.2
MALE	5.2	35.1	23.7	25.3	10.8
AGE					

UNDER 30	0.0	30.0	32.5	30.0	7.5
30-44	4.3	26.0	22.9	27.3	19.5
45 PLUS	4.5	42.1	21.1	21.8	10.5
TIME IN REGION VII					

< 3 YEARS	1.2	18.6	25.6	38.4	16.3
3 TO 8 YEARS	3.8	33.8	21.9	24.4	16.3
9 OR MORE	5.6	36.6	24.2	19.3	14.3
POSITION					

SUPERVISORY	1.6	38.7	17.7	24.2	17.7
NON-SUPERVISORY	4.3	30.5	24.4	25.9	14.9

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with centralized processing of travel
(N=431)

Row%	Q51E CENTRAL PROCESSING				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	7.7	44.1	36.0	8.9	3.4
ETHNIC BACKGROUND					

WHITE	6.7	43.3	37.2	9.9	2.9
NON-WHITE	13.5	46.2	30.8	5.8	3.8
RESPONDENT'S SEX					

FEMALE	8.9	46.9	31.0	10.3	2.8
MALE	6.2	41.5	40.9	7.8	3.6
AGE					

UNDER 30	0.0	55.0	35.0	10.0	0.0
30-44	8.7	41.1	36.4	10.0	3.9
45 PLUS	7.6	46.2	35.6	7.6	3.0
TIME IN REGION VII					

< 3 YEARS	5.8	37.2	39.5	16.3	1.2
3 TO 8 YEARS	6.9	41.3	37.5	8.8	5.6
9 OR MORE	10.0	50.0	32.5	5.6	1.9
POSITION					

SUPERVISORY	8.1	58.1	24.2	8.1	1.6
NON-SUPERVISORY	7.8	41.8	37.8	9.2	3.5

EPA REGION VII PERSONNEL CHANGES

Question 52: Supers encourages ways co-workers can support each other
(N=431)

Row%	Q52 CO-WORKER SUPPORT				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	5.5	37.5	27.3	23.5	6.2
ETHNIC BACKGROUND					

WHITE	5.5	36.8	27.8	23.8	6.1
NON-WHITE	7.3	38.2	25.5	20.0	9.1
RESPONDENT'S SEX					

FEMALE	7.4	36.7	22.8	23.7	9.3
MALE	3.1	39.0	32.3	22.6	3.1
AGE					

UNDER 30	2.4	38.1	38.1	14.3	7.1
30-44	5.6	34.2	30.3	22.9	6.9
45 PLUS	6.0	44.8	18.7	25.4	5.2
TIME IN REGION VII					

< 3 YEARS	1.1	38.2	38.2	16.9	5.6
3 TO 8 YEARS	6.8	34.2	27.3	24.2	7.5
9 OR MORE	6.3	41.3	21.3	25.6	5.6
POSITION					

SUPERVISORY	9.7	45.2	29.0	11.3	4.8
NON-SUPERVISORY	4.6	35.9	27.4	25.6	6.6

EPA REGION VII COMMUNICATION

Question 53: Am comfortable discussing new assignments with supervisor
(N=431)

Row%	Q53 NEW ASSIGNMENTS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	15.5	61.0	8.6	10.5	4.5
ETHNIC BACKGROUND					

WHITE	16.6	61.0	8.1	10.2	4.1
NON-WHITE	10.9	65.5	5.5	9.1	9.1
RESPONDENT'S SEX					

FEMALE	19.1	55.3	7.4	11.2	7.0
MALE	11.9	68.0	9.3	8.8	2.1
AGE					

UNDER 30	9.5	66.7	9.5	11.9	2.4
30-44	18.3	57.8	8.7	9.6	5.7
45 PLUS	13.4	65.7	7.5	9.7	3.7
TIME IN REGION VII					

< 3 YEARS	16.9	57.3	10.1	11.2	4.5
3 TO 8 YEARS	15.0	63.1	8.1	9.4	4.4
9 OR MORE	15.6	61.9	7.5	10.0	5.0
POSITION					

SUPERVISORY	14.5	64.5	4.8	11.3	4.8
NON-SUPERVISORY	15.7	60.6	8.9	10.3	4.6

EPA REGION VII COMMUNICATION

Question 54: Conflicts and disagreements usually ignored in my section
(N=431)

Row%	Q54 CONFLICTS IGNORED				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	5.7	23.0	21.1	43.1	7.2
ETHNIC BACKGROUND					
WHITE	5.5	22.4	20.3	44.5	7.3
NON-WHITE	7.4	25.9	22.2	35.2	9.3
RESPONDENT'S SEX					
FEMALE	8.4	25.2	20.6	37.4	8.4
MALE	3.1	19.6	21.6	49.5	6.2
AGE					
UNDER 30	7.1	19.0	23.8	45.2	4.8
30-44	6.1	22.1	20.3	44.6	6.9
45 PLUS	5.3	23.5	22.0	40.2	9.1
TIME IN REGION VII					
< 3 YEARS	8.0	23.9	26.1	38.6	3.4
3 TO 8 YEARS	5.0	23.8	16.9	43.8	10.6
9 OR MORE	5.7	20.1	22.6	45.3	6.3
POSITION					
SUPERVISORY	3.2	11.3	8.1	66.1	11.3
NON-SUPERVISORY	6.3	24.7	23.3	39.1	6.6

EPA REGION VII WORKING CONDITIONS

Question 55: I have enough time to do my job
(N=431)

Row%	Q55 ENOUGH TIME FOR JOB				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	4.5	44.3	8.1	28.9	14.2
ETHNIC BACKGROUND					

WHITE	4.3	43.6	6.4	30.3	15.3
NON-WHITE	5.4	55.4	16.1	14.3	8.9
RESPONDENT'S SEX					

FEMALE	6.5	46.5	9.2	23.0	14.7
MALE	2.6	43.1	6.2	34.4	13.8
AGE					

UNDER 30	7.1	57.1	9.5	19.0	7.1
30-44	4.3	40.3	6.9	30.7	17.7
45 PLUS	4.4	48.5	8.8	27.2	11.0
TIME IN REGION VII					

< 3 YEARS	4.5	55.1	9.0	22.5	9.0
3 TO 8 YEARS	5.6	33.8	6.9	35.0	18.8
9 OR MORE	3.7	49.4	8.0	25.3	13.6
POSITION					

SUPERVISORY	0.0	35.5	8.1	25.8	30.6
NON-SUPERVISORY	5.4	46.6	7.7	28.7	11.6

EPA REGION VII WORKING CONDITIONS

Question 56: I have correct supplies and equipment to do my job
(N=431)

Row%	Q56 SUPPLIES FOR JOB				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	6.4	62.9	8.3	17.3	5.0
ETHNIC BACKGROUND					
WHITE	5.2	63.0	7.8	19.1	4.9
NON-WHITE	14.3	71.4	5.4	3.6	5.4
RESPONDENT'S SEX					
FEMALE	6.9	62.5	8.8	16.2	5.6
MALE	6.2	64.1	6.7	18.5	4.6
AGE					
UNDER 30	7.1	61.9	9.5	14.3	7.1
30-44	7.4	58.3	9.6	17.8	7.0
45 PLUS	5.1	71.3	4.4	17.6	1.5
TIME IN REGION VII					
< 3 YEARS	4.5	61.8	7.9	19.1	6.7
3 TO 8 YEARS	7.5	57.9	9.4	17.6	7.5
9 OR MORE	6.8	69.1	6.2	16.0	1.9
POSITION					
SUPERVISORY	4.8	61.3	6.5	22.6	4.8
NON-SUPERVISORY	6.8	64.1	7.7	16.2	5.1

EPA REGION VII WORKING CONDITIONS

Question 57: Ever been sexually harassed by another Region VII employee
(N=431)

Row%	Q57 SEXUALLY HARASSED	
	YES	NO
=====		
TOTAL		
-----	11.0	89.0
ETHNIC BACKGROUND		

WHITE	9.6	90.4
NON-WHITE	12.7	87.3
RESPONDENT'S SEX		

FEMALE	14.8	85.2
MALE	4.7	95.3
AGE		

UNDER 30	9.5	90.5
30-44	11.0	89.0
45 PLUS	8.8	91.2
TIME IN REGION VII		

< 3 YEARS	4.5	95.5
3 TO 8 YEARS	13.8	86.2
9 OR MORE	10.0	90.0
POSITION		

SUPERVISORY	8.1	91.9
NON-SUPERVISORY	10.9	89.1

EPA REGION VII WORKING CONDITIONS

Question 58: The amount of workload is reasonable
(N=431)

Row%	Q58 WORKLOAD REASONABLE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	3.3	51.4	9.8	25.2	10.2
ETHNIC BACKGROUND					
WHITE	3.2	51.6	8.7	25.5	11.0
NON-WHITE	3.6	56.4	14.5	20.0	5.5
RESPONDENT'S SEX					
FEMALE	3.7	54.2	7.9	25.0	9.3
MALE	3.1	48.5	11.3	25.8	11.3
AGE					
UNDER 30	4.9	73.2	7.3	12.2	2.4
30-44	3.0	44.3	10.9	29.6	12.2
45 PLUS	3.7	56.6	8.1	22.1	9.6
TIME IN REGION VII					
< 3 YEARS	2.3	65.5	10.3	16.1	5.7
3 TO 8 YEARS	4.4	42.5	8.8	30.6	13.8
9 OR MORE	3.1	51.9	10.5	25.3	9.3
POSITION					
SUPERVISORY	3.2	35.5	6.5	30.6	24.2
NON-SUPERVISORY	3.4	54.3	10.3	24.0	8.0

EPA REGION VII PERSONNEL CHANGES

Question 59: Consider change to be opportunity not a nuisance
(N=431)

Row%	Q59 CHANGE IS OPPORTUNITY				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	19.4	57.8	14.9	7.2	0.7
ETHNIC BACKGROUND					
WHITE	17.9	57.5	15.8	8.2	0.6
NON-WHITE	33.9	58.9	7.1	0.0	0.0
RESPONDENT'S SEX					
FEMALE	24.7	59.1	11.6	4.2	0.5
MALE	14.5	56.0	19.2	9.8	0.5
AGE					
UNDER 30	28.6	64.3	7.1	0.0	0.0
30-44	18.4	57.0	16.7	7.5	0.4
45 PLUS	20.0	55.6	15.6	8.1	0.7
TIME IN REGION VII					
< 3 YEARS	22.5	67.4	6.7	3.4	0.0
3 TO 8 YEARS	19.1	59.9	15.9	4.5	0.6
9 OR MORE	19.3	49.7	19.3	11.2	0.6
POSITION					
SUPERVISORY	33.9	54.8	8.1	3.2	0.0
NON-SUPERVISORY	17.2	58.0	16.1	8.0	0.6

EPA REGION VII PERSONNEL CHANGES

Question 60: People in section supportive during periods of change
(N=431)

Row%	Q60 SUPPORT DURING CHANGE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	7.4	49.6	27.3	13.3	2.4
ETHNIC BACKGROUND					
WHITE	7.8	50.4	26.7	13.6	1.4
NON-WHITE	7.1	51.8	21.4	14.3	5.4
RESPONDENT'S SEX					
FEMALE	8.8	49.3	25.3	13.4	3.2
MALE	6.2	50.5	28.4	13.4	1.5
AGE					
UNDER 30	2.4	57.1	26.2	14.3	0.0
30-44	6.1	49.1	28.7	12.2	3.9
45 PLUS	11.8	49.3	23.5	14.7	0.7
TIME IN REGION VII					
< 3 YEARS	4.5	55.1	27.0	12.4	1.1
3 TO 8 YEARS	6.3	47.8	28.9	11.9	5.0
9 OR MORE	10.5	48.8	25.3	14.8	0.6
POSITION					
SUPERVISORY	14.5	62.9	12.9	6.5	3.2
NON-SUPERVISORY	6.3	47.6	29.1	14.8	2.3

EPA REGION VII PERFORMANCE

Question 61: I am satisfied with my job at Region VII
(N=431)

Row%	Q61 SATISFIED WITH JOB				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	14.7	59.2	11.8	10.9	3.3
ETHNIC BACKGROUND					
WHITE	15.3	59.8	12.1	10.7	2.0
NON-WHITE	14.3	60.7	10.7	7.1	7.1
RESPONDENT'S SEX					
FEMALE	18.0	58.5	9.7	9.2	4.6
MALE	11.8	60.5	14.4	12.3	1.0
AGE					
UNDER 30	7.1	71.4	7.1	14.3	0.0
30-44	16.9	57.1	12.6	10.0	3.5
45 PLUS	14.7	58.8	12.5	11.0	2.9
TIME IN REGION VII					
< 3 YEARS	14.6	59.6	14.6	9.0	2.2
3 TO 8 YEARS	10.6	60.6	12.5	13.8	2.5
9 OR MORE	19.8	57.4	9.9	9.3	3.7
POSITION					
SUPERVISORY	19.4	62.9	8.1	9.7	0.0
NON-SUPERVISORY	14.2	58.5	12.5	11.1	3.7

EPA REGION VII PERFORMANCE

Question 62: People look for constructive solutions
(N=431)

Row%	Q62 CONSTRUCTIVE SOLUTIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	5.7	44.8	27.1	16.2	6.2
ETHNIC BACKGROUND					

WHITE	6.1	45.9	26.2	16.3	5.5
NON-WHITE	5.4	42.9	32.1	16.1	3.6
RESPONDENT'S SEX					

FEMALE	5.1	43.1	28.7	17.1	6.0
MALE	6.7	46.9	25.8	14.9	5.7
AGE					

UNDER 30	7.1	35.7	31.0	19.0	7.1
30-44	3.5	45.4	26.6	17.5	7.0
45 PLUS	9.6	47.1	27.2	12.5	3.7
TIME IN REGION VII					

< 3 YEARS	2.2	41.6	37.1	14.6	4.5
3 TO 8 YEARS	6.3	39.9	24.7	20.9	8.2
9 OR MORE	7.4	51.9	24.1	12.3	4.3
POSITION					

SUPERVISORY	11.3	50.0	21.0	11.3	6.5
NON-SUPERVISORY	4.9	43.7	28.3	17.1	6.0

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with in-house mail distribution
(N=431)

Row%	Q63A IN-HOUSE MAIL				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	4.9	43.5	25.4	20.7	5.4
ETHNIC BACKGROUND					
WHITE	4.3	42.0	25.9	21.6	6.3
NON-WHITE	7.1	55.4	23.2	14.3	0.0
RESPONDENT'S SEX					
FEMALE	5.5	44.0	23.9	21.6	5.0
MALE	4.6	42.9	26.5	19.9	6.1
AGE					
UNDER 30	4.8	42.9	31.0	16.7	4.8
30-44	6.5	42.9	23.4	22.5	4.8
45 PLUS	2.9	44.2	26.1	19.6	7.2
TIME IN REGION VII					
< 3 YEARS	3.4	45.5	22.7	21.6	6.8
3 TO 8 YEARS	3.7	41.6	28.6	21.1	5.0
9 OR MORE	7.3	43.6	23.6	20.0	5.5
POSITION					
SUPERVISORY	3.1	43.8	25.0	20.3	7.8
NON-SUPERVISORY	5.4	43.9	25.2	20.4	5.1

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with purchasing services
(N=431)

Row%	Q63B PURCHASING SERVICES				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					

	3.5	31.0	38.8	21.5	5.2
ETHNIC BACKGROUND					

WHITE	3.2	29.9	38.2	23.9	4.9
NON-WHITE	5.6	40.7	42.6	7.4	3.7
RESPONDENT'S SEX					

FEMALE	2.8	33.6	39.2	18.4	6.0
MALE	4.6	28.2	37.4	25.1	4.6
AGE					

UNDER 30	0.0	22.0	43.9	24.4	9.8
30-44	4.3	31.9	37.5	21.6	4.7
45 PLUS	3.7	32.4	37.5	21.3	5.1
TIME IN REGION VII					

< 3 YEARS	0.0	30.2	45.3	19.8	4.7
3 TO 8 YEARS	3.7	26.5	40.1	22.8	6.8
9 OR MORE	4.9	35.4	33.5	22.0	4.3
POSITION					

SUPERVISORY	4.7	28.1	31.3	28.1	7.8
NON-SUPERVISORY	3.4	31.9	39.6	20.2	4.8

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with graphics support
(N=431)

Row%	Q63C GRAPHICS SUPPORT				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	18.1	40.4	37.1	4.0	0.5
ETHNIC BACKGROUND					
WHITE	18.2	40.6	37.2	3.5	0.6
NON-WHITE	20.8	35.8	35.8	7.5	0.0
RESPONDENT'S SEX					
FEMALE	19.8	38.7	35.9	5.1	0.5
MALE	17.0	41.8	37.6	3.1	0.5
AGE					
UNDER 30	14.3	28.6	52.4	4.8	0.0
30-44	22.2	36.1	36.5	4.8	0.4
45 PLUS	13.2	50.7	32.4	2.9	0.7
TIME IN REGION VII					
< 3 YEARS	12.6	34.5	48.3	4.6	0.0
3 TO 8 YEARS	19.3	37.9	37.3	5.0	0.6
9 OR MORE	20.2	46.6	29.4	3.1	0.6
POSITION					
SUPERVISORY	20.3	45.3	31.3	1.6	1.6
NON-SUPERVISORY	18.0	39.4	37.7	4.6	0.3

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with computer services
(N=431)

Row%	Q63D COMPUTER SERVICE				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL -----	17.8	47.2	21.3	11.1	2.6
ETHNIC BACKGROUND -----					
WHITE	17.3	48.3	19.1	12.7	2.6
NON-WHITE	23.6	43.6	27.3	5.5	0.0
RESPONDENT'S SEX -----					
FEMALE	19.9	49.5	18.5	10.2	1.9
MALE	16.4	44.1	23.6	12.8	3.1
AGE ---					
UNDER 30	7.5	55.0	32.5	0.0	5.0
30-44	24.1	44.8	16.8	11.6	2.6
45 PLUS	11.8	48.5	23.5	14.7	1.5
TIME IN REGION VII -----					
< 3 YEARS	17.4	52.3	20.9	8.1	1.2
3 TO 8 YEARS	21.0	40.1	23.5	12.3	3.1
9 OR MORE	16.0	50.9	18.4	12.3	2.5
POSITION -----					
SUPERVISORY	12.5	50.0	14.1	21.9	1.6
NON-SUPERVISORY	19.1	46.9	22.0	9.4	2.6

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with geographic information services
(N=431)

Row%	Q63E GEO INFO SERVICE				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	4.1	13.8	70.4	9.0	2.7
ETHNIC BACKGROUND					
WHITE	3.3	13.6	70.7	9.2	3.3
NON-WHITE	9.4	15.1	69.8	5.7	0.0
RESPONDENT'S SEX					
FEMALE	5.2	18.0	70.6	4.7	1.4
MALE	3.2	8.9	70.5	13.7	3.7
AGE					
UNDER 30	0.0	14.6	75.6	7.3	2.4
30-44	7.5	11.9	70.9	8.4	1.3
45 PLUS	0.0	16.7	68.2	10.6	4.5
TIME IN REGION VII					
< 3 YEARS	1.2	12.9	77.6	7.1	1.2
3 TO 8 YEARS	6.3	13.1	71.9	6.3	2.5
9 OR MORE	3.8	14.6	65.6	12.7	3.2
POSITION					
SUPERVISORY	1.6	17.5	58.7	20.6	1.6
NON-SUPERVISORY	4.7	13.2	72.7	6.7	2.6

EPA REGION VII WORKING CONDITIONS

Question 64: I am satisfied with the working environment at Region VII
(N=431)

Row%	Q64 WORKING ENVIRONMENT				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	7.3	47.3	23.8	17.6	4.0
ETHNIC BACKGROUND					

WHITE	7.7	49.0	22.9	17.8	2.6
NON-WHITE	7.3	47.3	18.2	14.5	12.7
RESPONDENT'S SEX					

FEMALE	7.3	45.9	22.5	18.3	6.0
MALE	7.7	50.0	24.0	16.8	1.5
AGE					

UNDER 30	7.1	57.1	21.4	14.3	0.0
30-44	7.8	47.0	22.8	18.5	3.9
45 PLUS	7.3	47.4	22.6	17.5	5.1
TIME IN REGION VII					

< 3 YEARS	5.7	63.6	9.1	21.6	0.0
3 TO 8 YEARS	5.5	47.2	26.4	16.6	4.3
9 OR MORE	10.4	39.9	27.6	16.6	5.5
POSITION					

SUPERVISORY	10.9	50.0	28.1	10.9	0.0
NON-SUPERVISORY	6.8	47.6	22.1	19.0	4.5

EPA REGION VII GENERAL PERSONNEL

Question 65: I understand the employee's benefit package offered me
(N=431)

Row%	Q65 UNDERSTAND BENEFITS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	8.0	62.6	15.8	11.5	2.1
ETHNIC BACKGROUND					
WHITE	8.0	66.3	13.7	10.0	2.0
NON-WHITE	9.3	50.0	22.2	16.7	1.9
RESPONDENT'S SEX					
FEMALE	6.5	61.3	16.6	12.9	2.8
MALE	9.6	66.0	13.7	9.1	1.5
AGE					
UNDER 30	7.1	50.0	28.6	11.9	2.4
30-44	7.4	61.9	13.4	13.9	3.5
45 PLUS	9.4	69.6	14.5	6.5	0.0
TIME IN REGION VII					
< 3 YEARS	2.3	64.8	17.0	13.6	2.3
3 TO 8 YEARS	9.8	60.1	17.2	10.4	2.5
9 OR MORE	9.2	66.3	12.3	10.4	1.8
POSITION					
SUPERVISORY	10.9	67.2	9.4	9.4	3.1
NON-SUPERVISORY	7.6	63.2	16.1	11.0	2.0

EPA REGION VII GENERAL PERSONNEL

Question 66: Policies and procedures periodically reviewed and changed
(N=431)

Row%	Q66 REVIEWS POLICIES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	1.2	22.8	42.5	27.7	5.9
ETHNIC BACKGROUND					

WHITE	0.9	23.7	42.6	27.4	5.4
NON-WHITE	3.6	21.8	41.8	27.3	5.5
RESPONDENT'S SEX					

FEMALE	1.8	22.5	41.7	26.6	7.3
MALE	0.5	23.9	43.7	27.9	4.1
AGE					

UNDER 30	0.0	21.4	52.4	26.2	0.0
30-44	1.7	23.3	38.8	28.9	7.3
45 PLUS	0.7	23.2	45.7	25.4	5.1
TIME IN REGION VII					

< 3 YEARS	0.0	26.1	45.5	23.9	4.5
3 TO 8 YEARS	1.8	23.3	41.7	25.2	8.0
9 OR MORE	1.2	21.3	41.5	31.7	4.3
POSITION					

SUPERVISORY	1.6	32.8	37.5	26.6	1.6
NON-SUPERVISORY	1.1	21.2	43.5	27.7	6.5

EPA REGION VII GENERAL PERSONNEL

Question 67: Hiring and promotion practices appear to be fair
(N=431)

Row%	Q67 HIRING PRACTICES				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	1.7	23.4	23.6	29.3	22.0
ETHNIC BACKGROUND					
WHITE	1.2	25.1	24.8	31.1	17.9
NON-WHITE	5.5	16.4	18.2	21.8	38.2
RESPONDENT'S SEX					
FEMALE	3.2	21.2	23.5	27.2	24.9
MALE	0.0	26.2	24.6	31.3	17.9
AGE					
UNDER 30	2.4	19.0	31.0	33.3	14.3
30-44	1.3	24.7	22.5	26.8	24.7
45 PLUS	2.2	22.8	24.3	31.6	19.1
TIME IN REGION VII					
< 3 YEARS	2.3	31.8	23.9	26.1	15.9
3 TO 8 YEARS	0.6	20.4	26.5	27.2	25.3
9 OR MORE	2.5	22.2	21.6	32.1	21.6
POSITION					
SUPERVISORY	3.1	42.2	18.8	31.3	4.7
NON-SUPERVISORY	1.4	20.2	24.8	28.8	24.8

EPA REGION VII PERSONNEL DIVERSITY

Question 68: Frank communication about issues such as age, gender, race
(N=431)

Row%	Q68 OPEN DIVERSE COMMUNICATIONS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	1.9	31.9	31.1	24.4	10.8
ETHNIC BACKGROUND					

WHITE	0.9	33.7	33.1	24.6	7.7
NON-WHITE	7.1	23.2	25.0	19.6	25.0
RESPONDENT'S SEX					

FEMALE	2.3	32.9	29.2	21.9	13.7
MALE	1.0	31.5	34.0	25.9	7.6
AGE					

UNDER 30	2.3	37.2	34.9	16.3	9.3
30-44	1.3	33.6	28.9	24.1	12.1
45 PLUS	2.2	29.0	34.8	24.6	9.4
TIME IN REGION VII					

< 3 YEARS	2.2	37.1	36.0	20.2	4.5
3 TO 8 YEARS	1.8	31.9	28.2	23.3	14.7
9 OR MORE	1.8	29.9	31.7	26.8	9.8
POSITION					

SUPERVISORY	4.7	51.6	25.0	15.6	3.1
NON-SUPERVISORY	1.4	28.7	32.4	25.4	12.1

EPA REGION VII PERSONNEL DIVERSITY

Question 69: Advancement opportunities open to all employees
(N=431)

Row%	Q69 ADVANCEMENT				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	4.5	35.5	22.1	21.9	16.0
ETHNIC BACKGROUND					
WHITE	5.5	37.9	22.4	21.8	12.4
NON-WHITE	0.0	26.8	17.9	25.0	30.4
RESPONDENT'S SEX					
FEMALE	3.7	38.5	19.7	20.6	17.4
MALE	5.6	33.2	24.5	23.5	13.3
AGE					
UNDER 30	14.0	39.5	23.3	16.3	7.0
30-44	3.5	36.8	20.8	22.9	16.0
45 PLUS	3.6	33.6	23.4	21.9	17.5
TIME IN REGION VII					
< 3 YEARS	5.6	43.8	23.6	20.2	6.7
3 TO 8 YEARS	4.9	31.5	23.5	22.2	17.9
9 OR MORE	3.7	36.2	20.2	22.1	17.8
POSITION					
SUPERVISORY	4.7	60.9	20.3	12.5	1.6
NON-SUPERVISORY	4.5	31.4	22.4	23.5	18.1

EPA REGION VII PERFORMANCE

Question 70: Good performance is rewarded through pay or promotion
(N=431)

Row%	Q70 PERFORMANCE REWARDED				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	3.5	29.0	22.2	32.6	12.6
ETHNIC BACKGROUND					

WHITE	3.1	31.4	21.4	33.7	10.3
NON-WHITE	7.1	19.6	25.0	25.0	23.2
RESPONDENT'S SEX					

FEMALE	5.9	26.0	20.5	29.2	18.3
MALE	1.0	33.0	24.9	34.5	6.6
AGE					

UNDER 30	2.3	41.9	37.2	16.3	2.3
30-44	3.9	28.4	19.0	33.2	15.5
45 PLUS	3.6	27.5	23.2	34.1	11.6
TIME IN REGION VII					

< 3 YEARS	1.1	33.7	30.3	29.2	5.6
3 TO 8 YEARS	4.9	27.0	22.1	29.4	16.6
9 OR MORE	3.7	29.3	18.3	36.6	12.2
POSITION					

SUPERVISORY	3.1	45.3	18.8	28.1	4.7
NON-SUPERVISORY	3.7	26.5	23.1	33.0	13.8

EPA REGION VII PERSONNEL DIVERSITY

Question 71: Prejudices in Region VII that hinder advancement of women
(N=431)

Row%	Q71 STEREOTYPES BARRIERS				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					

	11.4	19.2	15.7	35.3	18.5
ETHNIC BACKGROUND					

WHITE	8.5	17.7	14.5	38.2	21.1
NON-WHITE	25.0	30.4	19.6	19.6	5.4
RESPONDENT'S SEX					

FEMALE	18.2	30.0	15.9	30.5	5.5
MALE	3.6	6.6	15.2	41.6	33.0
AGE					

UNDER 30	4.7	25.6	20.9	32.6	16.3
30-44	11.6	22.0	13.4	34.5	18.5
45 PLUS	12.9	12.2	16.5	38.8	19.4
TIME IN REGION VII					

< 3 YEARS	7.9	14.6	16.9	42.7	18.0
3 TO 8 YEARS	12.3	23.3	12.9	29.4	22.1
9 OR MORE	12.1	17.0	17.6	38.2	15.2
POSITION					

SUPERVISORY	7.8	10.9	10.9	46.9	23.4
NON-SUPERVISORY	12.1	20.2	16.3	33.7	17.7

EPA REGION VII WORKING CONDITIONS

Question 72: Region VII offers training to enhance my job skills
(N=431)

Row%	Q72 JOB SKILLS TRAINING				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	7.0	58.9	14.6	15.3	4.2
ETHNIC BACKGROUND					
WHITE	7.2	58.5	15.8	14.6	4.0
NON-WHITE	8.9	64.3	8.9	16.1	1.8
RESPONDENT'S SEX					
FEMALE	10.1	59.2	14.7	11.5	4.6
MALE	4.1	59.4	14.2	18.3	4.1
AGE					
UNDER 30	4.7	55.8	20.9	11.6	7.0
30-44	8.7	61.0	13.0	12.6	4.8
45 PLUS	5.8	57.2	15.2	18.8	2.9
TIME IN REGION VII					
< 3 YEARS	6.7	57.3	16.9	13.5	5.6
3 TO 8 YEARS	6.2	62.3	13.0	14.8	3.7
9 OR MORE	8.5	57.9	15.2	14.0	4.3
POSITION					
SUPERVISORY	10.9	70.3	12.5	6.3	0.0
NON-SUPERVISORY	6.5	57.1	15.0	16.4	5.1

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with motor pool services
(N=431)

Row%	Q73A MOTOR POOL SVCS				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	5.2	28.3	46.7	14.5	5.2
ETHNIC BACKGROUND					
WHITE	5.8	29.4	44.7	15.0	5.2
NON-WHITE	1.9	26.9	57.7	11.5	1.9
RESPONDENT'S SEX					
FEMALE	3.7	24.3	54.7	12.6	4.7
MALE	7.2	33.3	37.9	16.4	5.1
AGE					
UNDER 30	4.9	24.4	56.1	9.8	4.9
30-44	3.5	27.0	47.8	16.5	5.2
45 PLUS	8.8	33.1	41.2	12.5	4.4
TIME IN REGION VII					
< 3 YEARS	3.4	24.1	57.5	10.3	4.6
3 TO 8 YEARS	4.3	23.0	49.1	16.1	7.5
9 OR MORE	7.5	36.6	37.9	14.9	3.1
POSITION					
SUPERVISORY	3.1	39.1	29.7	23.4	4.7
NON-SUPERVISORY	5.7	26.4	49.7	12.9	5.2

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with telephone system
(N=431)

Row%	Q73B TELEPHONE SYSTEM				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
=====					
TOTAL					
-----	21.9	58.8	12.9	5.6	0.7
ETHNIC BACKGROUND					

WHITE	22.6	58.2	13.2	5.4	0.6
NON-WHITE	18.2	67.3	9.1	5.5	0.0
RESPONDENT'S SEX					

FEMALE	23.9	58.3	11.9	5.5	0.5
MALE	20.4	59.7	14.3	5.1	0.5
AGE					

UNDER 30	23.3	55.8	18.6	0.0	2.3
30-44	22.1	58.4	14.7	4.3	0.4
45 PLUS	22.6	59.9	8.8	8.8	0.0
TIME IN REGION VII					

< 3 YEARS	19.3	56.8	13.6	8.0	2.3
3 TO 8 YEARS	23.6	56.5	14.9	5.0	0.0
9 OR MORE	22.4	61.8	10.9	4.8	0.0
POSITION					

SUPERVISORY	23.4	65.6	6.3	4.7	0.0
NON-SUPERVISORY	21.8	57.8	13.9	5.7	0.8

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with rest room facility maintenance
(N=431)

Row%	Q73C REST ROOM MAINT				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	7.7	51.5	18.0	15.0	7.7
ETHNIC BACKGROUND					
WHITE	7.4	52.9	16.6	16.3	6.9
NON-WHITE	8.9	51.8	21.4	8.9	8.9
RESPONDENT'S SEX					
FEMALE	7.7	44.5	17.3	20.5	10.0
MALE	8.2	60.2	18.4	9.2	4.1
AGE					
UNDER 30	7.0	58.1	18.6	9.3	7.0
30-44	8.6	50.0	18.1	15.9	7.3
45 PLUS	7.2	53.6	15.9	15.9	7.2
TIME IN REGION VII					
< 3 YEARS	6.7	53.9	20.2	14.6	4.5
3 TO 8 YEARS	9.9	50.6	19.8	12.3	7.4
9 OR MORE	6.7	52.1	14.5	18.2	8.5
POSITION					
SUPERVISORY	3.1	62.5	15.6	15.6	3.1
NON-SUPERVISORY	8.7	50.1	18.0	14.9	8.2

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with air temperature maintenance
(N=431)

Row%	Q73D AIR TEMP MAINT				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	1.9	25.8	17.8	37.7	16.9
ETHNIC BACKGROUND					
WHITE	1.7	25.7	17.7	39.1	15.7
NON-WHITE	1.8	28.6	23.2	26.8	19.6
RESPONDENT'S SEX					
FEMALE	1.8	24.5	20.5	33.2	20.0
MALE	2.0	27.0	15.8	42.3	12.8
AGE					
UNDER 30	0.0	25.6	14.0	39.5	20.9
30-44	2.2	23.3	19.0	36.6	19.0
45 PLUS	2.2	29.7	18.8	38.4	10.9
TIME IN REGION VII					
< 3 YEARS	0.0	28.1	21.3	36.0	14.6
3 TO 8 YEARS	1.9	23.5	19.1	40.1	15.4
9 OR MORE	3.0	27.3	15.2	36.4	18.2
POSITION					
SUPERVISORY	0.0	32.8	23.4	32.8	10.9
NON-SUPERVISORY	2.3	24.8	17.2	38.0	17.7

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with meeting room schedule
(N=431)

Row%	Q73E MEETING ROOM				
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATIS- FIED	VERY DISSAT
TOTAL	7.5	49.6	27.1	11.5	4.2
ETHNIC BACKGROUND					
WHITE	6.9	50.1	26.4	12.3	4.3
NON-WHITE	10.9	50.9	29.1	7.3	1.8
RESPONDENT'S SEX					
FEMALE	9.6	45.9	25.7	13.8	5.0
MALE	5.1	54.1	28.1	9.7	3.1
AGE					
UNDER 30	7.0	58.1	32.6	2.3	0.0
30-44	6.9	45.0	29.0	14.3	4.8
45 PLUS	8.8	54.7	21.2	10.9	4.4
TIME IN REGION VII					
< 3 YEARS	6.9	49.4	28.7	9.2	5.7
3 TO 8 YEARS	7.4	47.5	25.9	14.2	4.9
9 OR MORE	7.9	51.5	27.3	10.9	2.4
POSITION					
SUPERVISORY	7.8	53.1	14.1	17.2	7.8
NON-SUPERVISORY	7.6	49.3	29.2	10.5	3.4

EPA REGION VII WORKING CONDITIONS

Question 74: I feel valued and respected as an employee of Region VII
(N=431)

Row%	Q74 VALUED EMPLOYEE				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	6.8	49.6	22.4	17.2	4.0
ETHNIC BACKGROUND					

WHITE	7.2	53.7	20.1	17.0	2.0
NON-WHITE	7.1	33.9	30.4	17.9	10.7
RESPONDENT'S SEX					

FEMALE	6.9	50.0	18.8	17.9	6.4
MALE	7.1	51.0	24.5	16.3	1.0
AGE					

UNDER 30	2.3	60.5	20.9	11.6	4.7
30-44	7.4	47.6	22.9	17.7	4.3
45 PLUS	8.0	53.3	19.0	16.8	2.9
TIME IN REGION VII					

< 3 YEARS	5.6	58.4	15.7	19.1	1.1
3 TO 8 YEARS	5.5	47.9	22.1	19.0	5.5
9 OR MORE	9.3	48.1	23.5	15.4	3.7
POSITION					

SUPERVISORY	12.5	59.4	20.3	6.3	1.6
NON-SUPERVISORY	5.9	48.7	21.5	19.5	4.2

EPA REGION VII WORKING CONDITIONS

Question 75: My immediate work environment is physically safe
(N=431)

Row%	Q75 PHYSICALLY SAFE ENVIRONMENT				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
=====					
TOTAL					
-----	13.2	66.8	8.9	7.5	3.5
ETHNIC BACKGROUND					

WHITE	13.2	67.0	8.3	8.0	3.4
NON-WHITE	14.5	69.1	9.1	1.8	5.5
RESPONDENT'S SEX					

FEMALE	13.2	64.4	11.9	5.9	4.6
MALE	13.3	70.4	5.1	8.7	2.6
AGE					

UNDER 30	9.3	76.7	4.7	9.3	0.0
30-44	13.0	65.8	8.2	7.4	5.6
45 PLUS	15.2	65.9	10.9	6.5	1.4
TIME IN REGION VII					

< 3 YEARS	14.8	64.8	8.0	9.1	3.4
3 TO 8 YEARS	12.3	69.8	6.2	6.8	4.9
9 OR MORE	13.9	64.8	12.1	6.7	2.4
POSITION					

SUPERVISORY	20.3	62.5	9.4	4.7	3.1
NON-SUPERVISORY	12.1	67.8	8.8	7.6	3.7

EPA REGION VII PERSONNEL DIVERSITY

Question 76: Barriers in Region VII hinder advancement of minorities
(N=431)

Row%	Q76 BARRIERS FOR MINORITIES				
	STRONGLY AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE	
=====					
TOTAL					
-----	8.9	14.8	25.6	32.9	17.8
ETHNIC BACKGROUND					

WHITE	2.9	13.5	26.9	36.4	20.3
NON-WHITE	37.5	25.0	19.6	14.3	3.6
RESPONDENT'S SEX					

FEMALE	14.2	17.8	30.1	27.9	10.0
MALE	2.0	11.2	20.9	39.3	26.5
AGE					

UNDER 30	2.4	21.4	33.3	31.0	11.9
30-44	9.5	15.5	25.0	30.6	19.4
45 PLUS	8.0	11.6	24.6	38.4	17.4
TIME IN REGION VII					

< 3 YEARS	4.5	15.7	28.1	33.7	18.0
3 TO 8 YEARS	11.1	14.2	27.2	27.8	19.8
9 OR MORE	7.3	14.6	23.8	38.4	15.9
POSITION					

SUPERVISORY	6.3	17.2	20.3	39.1	17.2
NON-SUPERVISORY	8.8	14.1	26.8	32.2	18.1

EPA REGION VII PERSONNEL DIVERSITY

Question 77: Progress made for equal opportunity to all employees
(N=431)

Row#	Q77 EQUAL OPPORTUNITIES FOR ALL				
	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
TOTAL	6.1	40.1	28.8	17.2	7.8
ETHNIC BACKGROUND					
WHITE	5.5	45.0	27.7	16.7	5.2
NON-WHITE	12.5	16.1	26.8	23.2	21.4
RESPONDENT'S SEX					
FEMALE	6.9	39.2	28.1	15.7	10.1
MALE	5.6	41.8	28.6	18.4	5.6
AGE					
UNDER 30	9.3	39.5	34.9	11.6	4.7
30-44	6.1	39.8	28.6	16.5	9.1
45 PLUS	5.9	41.9	25.0	19.9	7.4
TIME IN REGION VII					
< 3 YEARS	6.7	44.9	34.8	9.0	4.5
3 TO 8 YEARS	6.8	37.9	24.8	20.5	9.9
9 OR MORE	5.5	39.9	29.4	17.8	7.4
POSITION					
SUPERVISORY	11.1	65.1	14.3	9.5	0.0
NON-SUPERVISORY	5.4	36.0	30.9	18.4	9.3

EPA REGION VII SENIOR MANAGEMENT

Question 78: Senior management has recently made positive changes
(N=431)

Row%	Q78 POSITIVE CHANGES RECENTLY	
	YES	NO
=====		
TOTAL		
-----	35.0	65.0
ETHNIC BACKGROUND		

WHITE	34.2	65.8
NON-WHITE	38.0	62.0
RESPONDENT'S SEX		

FEMALE	36.0	64.0
MALE	35.1	64.9
AGE		

UNDER 30	37.8	62.2
30-44	34.7	65.3
45 PLUS	36.6	63.4
TIME IN REGION VII		

< 3 YEARS	36.3	63.8
3 TO 8 YEARS	38.1	61.9
9 OR MORE	32.7	67.3
POSITION		

SUPERVISORY	45.9	54.1
NON-SUPERVISORY	33.4	66.6

EPA REGION VII

demographics by supervisory status
(N=431)

Col%	POSITION		TOTAL
	SUPERVISORY	NON-SUPERVISORY	
=====			
ETHNIC BACKGROUND			

WHITE	95.2	84.6	86.3
NON-WHITE	4.8	15.4	13.7
RESPONDENT'S SEX			

FEMALE	37.5	55.5	52.6
MALE	62.5	44.5	47.4
AGE			

UNDER 30	0.0	12.2	10.3
30-44	51.6	56.8	56.1
45 PLUS	48.4	31.0	33.6
TIME IN REGION VII			

< 3 YEARS	4.7	24.2	21.2
3 TO 8 YEARS	32.8	40.6	39.3
9 OR MORE	62.5	35.2	39.5

EPA REGION VII

demographics by female/male
(N=431)

Col%	RESPONDENT'S SEX		TOTAL
	FEMALE	MALE	
=====			
ETHNIC BACKGROUND			

WHITE	78.0	95.4	86.3
NON-WHITE	22.0	4.6	13.7
AGE			

UNDER 30	11.9	8.6	10.3
30-44	63.0	48.5	56.1
45 PLUS	25.1	42.9	33.6
TIME IN REGION VII			

< 3 YEARS	24.5	17.7	21.2
3 TO 8 YEARS	40.0	37.9	39.3
9 OR MORE	35.5	44.4	39.5
POSITION			

SUPERVISORY	10.9	20.2	15.1
NON-SUPERVISORY	89.1	79.8	84.9

Appendix B:

Means and standard deviations for rating questions

EPA REGION VII COMMUNICATIONS

Question 1: Atmosphere of open, informal and honest communication

Criterion Variable : Q1 COMMUNICATION

	Mean	S.D.	N	Pct
For entire sample (Missing = 6)	3.127	1.081	425	98.
ETHNIC BACKGROUND				
=(missing)	3.476	1.209	21	4.
3=WHITE	3.103	1.063	348	81.
7=NON-WHITE	3.143	1.135	56	13.
RESPONDENT'S SEX				
=(missing)	3.364	1.206	11	2.
1=FEMALE	3.243	1.082	218	51.
2=MALE	2.985	1.060	196	46.
AGE				
=(missing)	3.308	1.109	13	3.
1=UNDER 30	3.048	0.936	42	9.
2=30-44	3.155	1.114	232	54.
3=45 PLUS	3.087	1.070	138	32.
TIME IN REGION VII				
=(missing)	3.182	1.079	11	2.
1=< 3 YEARS	2.830	0.997	88	20.
2=3 TO 8 YEARS	3.294	1.094	163	38.
3=9 OR MORE	3.117	1.085	163	38.
POSITION				
=(missing)	3.375	1.188	8	1.
1=SUPERVISORY	2.937	1.091	63	14.
2=NON-SUPERVISORY	3.155	1.076	354	83.

EPA REGION VII COMMUNICATIONS

Question 3: Allowed to openly discuss issues that affect our jobs

Criterion Variable : Q3 OPEN DISCUSSION

	Mean	S.D.	N	Pc
For entire sample (Missing = 7)	2.205	1.148	424	98
ETHNIC BACKGROUND				
=(missing)	2.286	1.231	21	5
3=WHITE	2.144	1.125	348	82
7=NON-WHITE	2.564	1.214	55	13
RESPONDENT'S SEX				
=(missing)	2.364	1.286	11	2
1=FEMALE	2.295	1.189	217	51
2=MALE	2.097	1.089	196	46
AGE				
=(missing)	2.429	1.222	14	3
1=UNDER 30	2.146	0.963	41	9
2=30-44	2.186	1.159	231	54
3=45 PLUS	2.232	1.179	138	32
TIME IN REGION VII				
=(missing)	2.182	1.168	11	2
1=< 3 YEARS	2.125	1.015	88	20
2=3 TO 8 YEARS	2.278	1.247	162	38
3=9 OR MORE	2.178	1.116	163	38
POSITION				
=(missing)	1.750	0.886	8	1
1=SUPERVISORY	2.032	1.047	63	14
2=NON-SUPERVISORY	2.246	1.167	353	83

EPA REGION VII COMMUNICATIONS

Question 6: Information communicated to me is very selective

Criterion Variable : Q6 WITHHOLD INFO

	Mean	S.D.	N	Pct
For entire sample (Missing = 3)	2.734	1.137	428	99.
ETHNIC BACKGROUND				
=(missing)	2.381	1.071	21	4.
3=WHITE	2.781	1.134	351	82.
7=NON-WHITE	2.571	1.158	56	13.
RESPONDENT'S SEX				
=(missing)	2.455	1.036	11	2.
1=FEMALE	2.582	1.146	220	51.
2=MALE	2.919	1.108	197	46.
AGE				
=(missing)	2.357	0.929	14	3.
1=UNDER 30	2.690	1.000	42	9.
2=30-44	2.687	1.156	233	54.
3=45 PLUS	2.863	1.156	139	32.
TIME IN REGION VII				
=(missing)	2.636	1.027	11	2.
1=< 3 YEARS	2.807	1.113	88	20.
2=3 TO 8 YEARS	2.530	1.093	164	38.
3=9 OR MORE	2.903	1.175	165	38.
POSITION				
=(missing)	2.375	0.916	8	1.
1=SUPERVISORY	3.254	1.177	63	14.
2=NON-SUPERVISORY	2.650	1.111	357	83.

EPA REGION VII COMMUNICATIONS

Question 7: I feel my opinions are encouraged and respected

Criterion Variable : Q7 MY OPINIONS

	Mean	S.D.	N	Pc
For entire sample (Missing = 4)	2.539	1.021	427	99
ETHNIC BACKGROUND				
=(missing)	3.143	1.062	21	4
3=WHITE	2.463	0.965	350	82
7=NON-WHITE	2.786	1.232	56	13
RESPONDENT'S SEX				
=(missing)	3.364	1.027	11	2
1=FEMALE	2.623	1.063	220	51
2=MALE	2.398	0.942	196	45
AGE				
=(missing)	3.357	1.008	14	3
1=UNDER 30	2.524	0.917	42	9
2=30-44	2.515	1.026	233	54
3=45 PLUS	2.500	1.020	138	32
TIME IN REGION VII				
=(missing)	3.273	1.104	11	
1=< 3 YEARS	2.330	0.840	88	20
2=3 TO 8 YEARS	2.616	1.024	164	38
3=9 OR MORE	2.524	1.077	164	38
POSITION				
=(missing)	3.500	1.069	8	1
1=SUPERVISORY	2.175	0.925	63	14
2=NON-SUPERVISORY	2.581	1.016	356	83

EPA REGION VII COMMUNICATIONS

Question 8: I feel I have access to information I need to do my job

Criterion Variable : Q8 INFO FOR JOB

	Mean	S.D.	N	Pc
For entire sample (Missing = 5)	2.235	0.903	426	98
ETHNIC BACKGROUND				
=(missing)	2.476	0.873	21	4
3=WHITE	2.197	0.879	350	82
7=NON-WHITE	2.382	1.045	55	12
RESPONDENT'S SEX				
=(missing)	2.636	0.809	11	2
1=FEMALE	2.280	0.936	218	51
2=MALE	2.162	0.865	197	46
AGE				
=(missing)	2.538	0.776	13	3
1=UNDER 30	2.220	0.759	41	9
2=30-44	2.249	0.904	233	54
3=45 PLUS	2.187	0.952	139	32
TIME IN REGION VII				
=(missing)	2.636	0.809	11	2
1=< 3 YEARS	2.299	0.794	87	20
2=3 TO 8 YEARS	2.189	0.911	164	38
3=9 OR MORE	2.220	0.953	164	38
POSITION				
=(missing)	2.875	0.835	8	1
1=SUPERVISORY	2.016	0.793	63	14
2=NON-SUPERVISORY	2.259	0.915	355	83

EPA REGION VII PERFORMANCE

Question 9: I would like more influence on how I complete my tasks

Criterion Variable : Q9 COMPLETE MY TASKS

	Mean	S.D.	N	Pc
For entire sample (Missing = 7)	2.675	1.137	424	98
ETHNIC BACKGROUND				
=(missing)	2.238	0.995	21	5.
3=WHITE	2.740	1.145	350	82.
7=NON-WHITE	2.415	1.082	53	12.
RESPONDENT'S SEX				
=(missing)	2.182	0.603	11	2.
1=FEMALE	2.667	1.133	216	50.
2=MALE	2.711	1.162	197	46.
AGE				
=(missing)	2.071	0.616	14	3.
1=UNDER 30	2.585	1.072	41	9.
2=30-44	2.688	1.137	231	54.
3=45 PLUS	2.739	1.186	138	32.
TIME IN REGION VII				
=(missing)	2.182	0.751	11	.
1=< 3 YEARS	2.663	1.080	86	20.
2=3 TO 8 YEARS	2.552	1.145	163	38.
3=9 OR MORE	2.835	1.163	164	38.
POSITION				
=(missing)	2.125	0.354	8	1.
1=SUPERVISORY	3.032	1.231	63	14.
2=NON-SUPERVISORY	2.623	1.119	353	83.

EPA REGION VII SUPERVISION

Question 11: Supervisors interested in my suggestions for improvement

Criterion Variable : Q11 SUPER INTEREST MY SUGGEST

	Mean	S.D.	N	Pc.
For entire sample (Missing = 3)	2.514	1.034	428	99
ETHNIC BACKGROUND				
=(missing)	3.000	1.049	21	4.
3=WHITE	2.444	0.989	351	82.
7=NON-WHITE	2.768	1.221	56	13.
RESPONDENT'S SEX				
=(missing)	3.273	1.009	11	2.
1=FEMALE	2.568	1.085	220	51.
2=MALE	2.411	0.958	197	46.
AGE				
=(missing)	3.214	0.975	14	3.
1=UNDER 30	2.452	0.861	42	9.
2=30-44	2.442	1.016	233	54.
3=45 PLUS	2.583	1.096	139	32.
TIME IN REGION VII				
=(missing)	3.273	0.905	11	2.
1=< 3 YEARS	2.409	0.879	88	20.
2=3 TO 8 YEARS	2.524	1.059	164	38.
3=9 OR MORE	2.509	1.080	165	38.
POSITION				
=(missing)	3.000	0.926	8	1.
1=SUPERVISORY	2.254	0.967	63	14.
2=NON-SUPERVISORY	2.549	1.042	357	83.

EPA REGION VII QUALITY

Question 12: People in Region VII are encouraged to be creative

Criterion Variable : Q12 ENCOURAGE CREATIVITY

	Mean	S.D.	N	Pct
For entire sample (Missing = 3)	2.881	1.077	428	99.
ETHNIC BACKGROUND				
=(missing)	3.190	1.123	21	4.
3=WHITE	2.860	1.069	351	82.
7=NON-WHITE	2.893	1.107	56	13.
RESPONDENT'S SEX				
=(missing)	3.636	1.027	11	2.
1=FEMALE	2.886	1.111	220	51.
2=MALE	2.832	1.029	197	46.
AGE				
=(missing)	3.286	1.139	14	3.
1=UNDER 30	2.905	0.932	42	9.
2=30-44	2.893	1.107	233	54.
3=45 PLUS	2.813	1.060	139	32.
TIME IN REGION VII				
=(missing)	3.273	1.009	11	.
1=< 3 YEARS	2.830	1.008	88	20.
2=3 TO 8 YEARS	3.018	1.110	164	38.
3=9 OR MORE	2.745	1.069	165	38.
POSITION				
=(missing)	3.500	1.069	8	1.
1=SUPERVISORY	2.444	1.059	63	14.
2=NON-SUPERVISORY	2.944	1.061	357	83.

EPA REGION VII PERFORMANCE

Question 15: I have sufficient authority to solve routine situations

Criterion Variable : Q15 SUFFICIENT AUTHORITY

	Mean	S.D.	N	Pct

For entire sample (Missing = 4)	2.302	1.046	427	99.
ETHNIC BACKGROUND				
=(missing)	2.810	0.928	21	4.
3=WHITE	2.234	1.013	351	82.
7=NON-WHITE	2.545	1.214	55	12.
RESPONDENT'S SEX				
=(missing)	2.818	0.982	11	2.
1=FEMALE	2.333	1.093	219	51.
2=MALE	2.239	0.989	197	46.
AGE				
=(missing)	2.786	0.975	14	3.
1=UNDER 30	2.293	1.101	41	9.
2=30-44	2.296	1.039	233	54.
3=45 PLUS	2.266	1.047	139	32.
TIME IN REGION VII				
=(missing)	3.000	1.000	11	2.
1=< 3 YEARS	2.437	0.997	87	20.
2=3 TO 8 YEARS	2.415	1.118	164	38.
3=9 OR MORE	2.073	0.954	165	38.
POSITION				
=(missing)	2.625	0.916	8	1.
1=SUPERVISORY	2.000	1.016	63	14.
2=NON-SUPERVISORY	2.348	1.047	356	83.

EPA REGION VII PERFORMANCE

Question 16: Most people in Region VII concerned with following rules

Criterion Variable : Q16 FOLLOW RULES

	Mean	S.D.	N	Pct
For entire sample (Missing = 8)	2.461	0.968	423	98.
ETHNIC BACKGROUND				
=(missing)	2.619	1.322	21	5.
3=WHITE	2.424	0.920	347	82.
7=NON-WHITE	2.636	1.095	55	13.
RESPONDENT'S SEX				
=(missing)	2.182	1.079	11	2.
1=FEMALE	2.611	1.064	216	51.
2=MALE	2.311	0.817	196	46.
AGE				
=(missing)	2.286	0.994	14	3.
1=UNDER 30	2.436	0.821	39	9.
2=30-44	2.481	1.017	231	54.
3=45 PLUS	2.453	0.926	139	32.
TIME IN REGION VII				
=(missing)	2.091	0.944	11	.
1=< 3 YEARS	2.529	1.042	85	20.
2=3 TO 8 YEARS	2.509	1.039	163	38.
3=9 OR MORE	2.402	0.849	164	38.
POSITION				
=(missing)	1.875	0.835	8	1.
1=SUPERVISORY	2.323	0.785	62	14.
2=NON-SUPERVISORY	2.499	0.995	353	83.

EPA REGION VII QUALITY

Question 19: Encouraged to analyze tasks and make recommendations

Criterion Variable :- Q19 ANALYZE TASKS

	Mean	S.D.	N	Pct
<hr/>				
For entire sample (Missing = 9)	2.441	1.054	422	97.
ETHNIC BACKGROUND				
=(missing)	2.333	1.017	21	5.
3=WHITE	2.424	1.044	349	82.
7=NON-WHITE	2.596	1.142	52	12.
RESPONDENT'S SEX				
=(missing)	2.636	0.809	11	2.
1=FEMALE	2.467	1.086	214	50.
2=MALE	2.401	1.033	197	46.
AGE				
=(missing)	2.643	0.842	14	3.
1=UNDER 30	2.634	1.019	41	9.
2=30-44	2.391	1.079	230	54.
3=45 PLUS	2.445	1.043	137	32.
TIME IN REGION VII				
=(missing)	2.818	0.874	11	2.
1=< 3 YEARS	2.447	1.029	85	20.
2=3 TO 8 YEARS	2.479	1.050	163	38.
3=9 OR MORE	2.374	1.083	163	38.
POSITION				
=(missing)	2.625	1.061	8	1.
1=SUPERVISORY	2.125	1.047	64	15.
2=NON-SUPERVISORY	2.494	1.048	350	82.

EPA REGION VII QUALITY

Question 20: Taking risks to improve performance is encouraged

Criterion Variable : Q20 RISKS ENCOURAGED

	Mean	S.D.	N	Pc
For entire sample (Missing = 8)	3.059	1.088	423	98
ETHNIC BACKGROUND				
=(missing)	3.238	1.091	21	5
3=WHITE	3.046	1.079	349	82
7=NON-WHITE	3.075	1.158	53	12
RESPONDENT'S SEX				
=(missing)	3.545	1.036	11	2
1=FEMALE	3.014	1.129	215	50
2=MALE	3.081	1.042	197	46
AGE				
=(missing)	3.643	0.929	14	3
1=UNDER 30	3.024	1.060	41	9
2=30-44	3.069	1.121	231	54
3=45 PLUS	2.993	1.047	137	32
TIME IN REGION VII				
=(missing)	3.455	1.128	11	
1=< 3 YEARS	2.942	1.044	86	20
2=3 TO 8 YEARS	3.123	1.102	162	38
3=9 OR MORE	3.030	1.093	164	38
POSITION				
=(missing)	3.750	1.035	8	1
1=SUPERVISORY	2.750	1.039	64	15
2=NON-SUPERVISORY	3.100	1.087	351	83

EPA REGION VII QUALITY

Question 21: I understand the mission of EPA

Criterion Variable : Q21 UNDERSTAND MISSION

	Mean	S.D.	N	Pc
For entire sample (Missing = 7)	2.113	0.857	424	98
ETHNIC BACKGROUND				
=(missing)	2.524	0.814	21	5
3=WHITE	2.077	0.845	350	82
7=NON-WHITE	2.189	0.921	53	12
RESPONDENT'S SEX				
=(missing)	2.182	0.603	11	2
1=FEMALE	2.074	0.832	216	50
2=MALE	2.152	0.896	197	46
AGE				
=(missing)	2.214	0.579	14	3
1=UNDER 30	2.268	0.837	41	9
2=30-44	2.177	0.906	232	54
3=45 PLUS	1.949	0.780	137	32
TIME IN REGION VII				
=(missing)	2.364	0.809	11	2
1=< 3 YEARS	2.326	0.874	86	20
2=3 TO 8 YEARS	2.129	0.840	163	38
3=9 OR MORE	1.970	0.847	164	38
POSITION				
=(missing)	2.250	0.707	8	1
1=SUPERVISORY	1.719	0.603	64	15
2=NON-SUPERVISORY	2.182	0.881	352	83

EPA REGION VII PERFORMANCE

Question 22: Outstanding achievements are rewarded in my department

Criterion Variable : Q22 REWARD ACHIEVEMENTS

	Mean	S.D.	N	Pc
For entire sample (Missing = 8)	2.738	1.172	423	98
ETHNIC BACKGROUND				
=(missing)	3.048	1.322	21	5
3=WHITE	2.696	1.134	349	82
7=NON-WHITE	2.887	1.340	53	12
RESPONDENT'S SEX				
=(missing)	3.364	0.924	11	2
1=FEMALE	2.745	1.259	216	51
2=MALE	2.694	1.076	196	46
AGE				
=(missing)	3.214	0.975	14	3
1=UNDER 30	2.585	0.999	41	9
2=30-44	2.801	1.214	231	54
3=45 PLUS	2.628	1.157	137	32
TIME IN REGION VII				
=(missing)	3.091	1.044	11	
1=< 3 YEARS	2.512	1.082	86	20
2=3 TO 8 YEARS	2.821	1.158	162	38
3=9 OR MORE	2.750	1.230	164	38
POSITION				
=(missing)	3.250	1.035	8	1
1=SUPERVISORY	2.381	1.099	63	14
2=NON-SUPERVISORY	2.790	1.177	352	83

EPA REGION VII QUALITY

Question 23: I know who my internal customers are

Criterion Variable : Q23 INTERNAL CUSTOMERS

	Mean	S.D.	N	Pc.
For entire sample (Missing = 10)	1.922	0.708	421	97
ETHNIC BACKGROUND				
=(missing)	2.000	0.707	21	5.
3=WHITE	1.908	0.695	347	82.
7=NON-WHITE	1.981	0.796	53	12.
RESPONDENT'S SEX				
=(missing)	2.273	0.467	11	2.
1=FEMALE	1.883	0.721	213	50.
2=MALE	1.944	0.701	197	46.
AGE				
=(missing)	2.286	0.469	14	3.
1=UNDER 30	2.250	0.870	40	9.
2=30-44	1.922	0.726	230	54.
3=45 PLUS	1.788	0.599	137	32.
TIME IN REGION VII				
=(missing)	2.273	0.467	11	2.
1=< 3 YEARS	2.094	0.868	85	20.
2=3 TO 8 YEARS	1.925	0.685	161	38.
3=9 OR MORE	1.805	0.625	164	39.
POSITION				
=(missing)	2.250	0.707	8	1.
1=SUPERVISORY	1.672	0.668	64	15.
2=NON-SUPERVISORY	1.960	0.706	349	82.

EPA REGION VII QUALITY

Question 24: I know who my external customers are

Criterion Variable : Q24 EXTERNAL CUSTOMERS

	Mean	S.D.	N	Pc
For entire sample (Missing = 10)	2.000	0.805	421	97
ETHNIC BACKGROUND				
=(missing)	1.905	0.700	21	5
3=WHITE	1.977	0.793	347	82
7=NON-WHITE	2.189	0.900	53	12
RESPONDENT'S SEX				
=(missing)	2.182	0.603	11	2
1=FEMALE	2.014	0.877	213	50
2=MALE	1.975	0.731	197	46
AGE				
=(missing)	2.143	0.535	14	3
1=UNDER 30	2.268	0.837	41	9
2=30-44	2.061	0.875	230	54
3=45 PLUS	1.801	0.642	136	32
TIME IN REGION VII				
=(missing)	2.273	0.467	11	2
1=< 3 YEARS	2.153	0.893	85	20
2=3 TO 8 YEARS	2.012	0.798	161	38
3=9 OR MORE	1.890	0.768	164	39
POSITION				
=(missing)	2.375	0.518	8	1
1=SUPERVISORY	1.719	0.701	64	15
2=NON-SUPERVISORY	2.043	0.817	349	82

EPA REGION VII QUALITY

Question 25: I understand my customers' needs

Criterion Variable : Q25 UNDERSTAND NEEDS

	Mean	S.D.	N	Pc
For entire sample (Missing = 13)	2.194	0.798	418	97
ETHNIC BACKGROUND				
=(missing)	2.143	0.573	21	5
3=WHITE	2.195	0.804	344	82
7=NON-WHITE	2.208	0.840	53	12
RESPONDENT'S SEX				
=(missing)	2.364	0.505	11	2
1=FEMALE	2.170	0.870	212	50
2=MALE	2.210	0.726	195	46
AGE				
=(missing)	2.286	0.469	14	3
1=UNDER 30	2.415	0.865	41	9
2=30-44	2.215	0.836	228	54
3=45 PLUS	2.081	0.723	135	32
TIME IN REGION VII				
=(missing)	2.364	0.505	11	2
1=< 3 YEARS	2.259	0.888	85	20
2=3 TO 8 YEARS	2.258	0.828	159	38
3=9 OR MORE	2.086	0.723	163	39
POSITION				
=(missing)	2.375	0.518	8	1
1=SUPERVISORY	2.081	0.795	62	14
2=NON-SUPERVISORY	2.210	0.803	348	83

EPA REGION VII QUALITY

Question 27: There are incentives in Region VII to encourage workers

Criterion Variable : Q27 INCENTIVES

	Mean	S.D.	N	Pct
For entire sample (Missing = 10)	3.055	1.082	421	97.
ETHNIC BACKGROUND				
=(missing)	3.400	1.095	20	4.
3=WHITE	3.043	1.058	348	82.
7=NON-WHITE	3.000	1.225	53	12.
RESPONDENT'S SEX				
=(missing)	3.600	0.843	10	2.
1=FEMALE	3.103	1.109	214	50.
2=MALE	2.975	1.057	197	46.
AGE				
=(missing)	3.385	0.961	13	3.
1=UNDER 30	2.927	0.905	41	9.
2=30-44	3.177	1.118	231	54.
3=45 PLUS	2.853	1.051	136	32.
TIME IN REGION VII				
=(missing)	3.400	0.966	10	..
1=< 3 YEARS	2.977	1.017	86	20.
2=3 TO 8 YEARS	3.217	1.059	161	38.
3=9 OR MORE	2.915	1.126	164	39.
POSITION				
=(missing)	3.857	0.690	7	1.
1=SUPERVISORY	2.734	1.073	64	15.
2=NON-SUPERVISORY	3.097	1.077	350	83.

EPA REGION VII QUALITY

Question 28: Quality improvement efforts have made positive impact

Criterion Variable : Q28 QUALITY IMPROVEMENTS

	Mean	S.D.	N	Pct
For entire sample (Missing = 6)	3.012	0.987	425	98.
ETHNIC BACKGROUND				
=(missing)	3.250	1.164	20	4.
3=WHITE	3.006	0.986	351	82.
7=NON-WHITE	2.963	0.931	54	12.
RESPONDENT'S SEX				
=(missing)	3.636	1.027	11	2.
1=FEMALE	3.042	0.961	216	50.
2=MALE	2.944	1.004	198	46.
AGE				
=(missing)	3.500	1.019	14	3.
1=UNDER 30	2.643	0.577	42	9.
2=30-44	3.004	1.000	232	54.
3=45 PLUS	3.088	1.032	137	32.
TIME IN REGION VII				
=(missing)	3.364	1.027	11	2.
1=< 3 YEARS	2.828	0.879	87	20.
2=3 TO 8 YEARS	3.098	1.026	163	38.
3=9 OR MORE	3.000	0.991	164	38.
POSITION				
=(missing)	3.250	0.886	8	1.
1=SUPERVISORY	2.859	1.021	64	15.
2=NON-SUPERVISORY	3.034	0.982	353	83.

EPA REGION VII TEAMWORK

Question 29: I have trust and confidence in the people with whom I work

Criterion Variable : Q29 TRUST CO-WORKERS

	Mean	S.D.	N	Pct
For entire sample (Missing = 4)	2.412	1.011	427	99.
ETHNIC BACKGROUND				
=(missing)	2.850	0.875	20	4.
3=WHITE	2.325	0.955	351	82.
7=NON-WHITE	2.804	1.257	56	13.
RESPONDENT'S SEX				
=(missing)	2.636	0.924	11	2.
1=FEMALE	2.536	1.095	220	51.
2=MALE	2.260	0.894	196	45.
AGE				
=(missing)	2.714	0.914	14	3.
1=UNDER 30	2.442	0.959	43	10.
2=30-44	2.427	1.071	234	54.
3=45 PLUS	2.346	0.930	136	31.
TIME IN REGION VII				
=(missing)	2.727	0.786	11	
1=< 3 YEARS	2.270	0.926	89	20.
2=3 TO 8 YEARS	2.518	1.088	164	38.
3=9 OR MORE	2.362	0.980	163	38.
POSITION				
=(missing)	2.875	0.835	8	1.
1=SUPERVISORY	2.266	0.947	64	15.
2=NON-SUPERVISORY	2.428	1.024	355	83.

EPA REGION VII TEAMWORK

Question 30: People in my section work well together as a team

Criterion Variable : Q30 SECTION TEAM WORK

	Mean	S.D.	N	Pc
For entire sample (Missing = 3)	2.362	1.037	428	99
ETHNIC BACKGROUND				
=(missing)	2.850	1.137	20	4
3=WHITE	2.307	1.017	352	82
7=NON-WHITE	2.536	1.078	56	13
RESPONDENT'S SEX				
=(missing)	2.636	1.206	11	2
1=FEMALE	2.406	1.090	219	51
2=MALE	2.298	0.965	198	46
AGE				
=(missing)	2.929	1.207	14	3
1=UNDER 30	2.419	0.906	43	10
2=30-44	2.389	1.084	234	54
3=45 PLUS	2.241	0.959	137	32
TIME IN REGION VII				
=(missing)	2.636	1.206	11	2
1=< 3 YEARS	2.404	0.997	89	20
2=3 TO 8 YEARS	2.451	1.064	164	38
3=9 OR MORE	2.232	1.013	164	38
POSITION				
=(missing)	2.250	0.886	8	1
1=SUPERVISORY	2.047	0.983	64	15
2=NON-SUPERVISORY	2.421	1.041	356	83

EPA REGION VII TEAMWORK

Question 32: Team members share the praise when the team succeeds

Criterion Variable : Q32 SHARE PRAISE

	Mean	S.D.	N	Pct
For entire sample (Missing = 9)	2.668	0.991	422	97.
ETHNIC BACKGROUND				
=(missing)	2.947	1.079	19	4.
3=WHITE	2.647	0.983	348	82.
7=NON-WHITE	2.709	1.012	55	13.
RESPONDENT'S SEX				
=(missing)	3.000	1.054	10	2.
1=FEMALE	2.725	1.077	218	51.
2=MALE	2.588	0.879	194	46.
AGE				
=(missing)	3.154	0.987	13	3.
1=UNDER 30	2.714	1.019	42	10.
2=30-44	2.684	0.987	231	54.
3=45 PLUS	2.581	0.985	136	32.
TIME IN REGION VII				
=(missing)	3.000	1.000	11	.
1=< 3 YEARS	2.557	0.828	88	20.
2=3 TO 8 YEARS	2.769	1.065	160	37.
3=9 OR MORE	2.607	0.990	163	38.
POSITION				
=(missing)	2.750	0.707	8	1.
1=SUPERVISORY	2.222	0.991	63	14.
2=NON-SUPERVISORY	2.746	0.978	351	83.

EPA REGION VII TEAMWORK

Question 33: Team members share the responsibility when the team fails

Criterion Variable : Q33 SHARE RESPONSIBILITY

	Mean	S.D.	N	Pc
For entire sample (Missing = 12)	2.821	0.968	419	97
ETHNIC BACKGROUND				
=(missing)	2.947	1.224	19	4
3=WHITE	2.786	0.959	345	82
7=NON-WHITE	3.000	0.923	55	13
RESPONDENT'S SEX				
=(missing)	2.900	1.101	10	2
1=FEMALE	2.838	1.015	216	51
2=MALE	2.798	0.910	193	46
AGE				
=(missing)	3.077	1.038	13	3
1=UNDER 30	2.952	0.962	42	10
2=30-44	2.786	0.961	229	54
3=45 PLUS	2.815	0.979	135	32
TIME IN REGION VII				
=(missing)	2.909	1.044	11	2
1=< 3 YEARS	2.770	0.803	87	20
2=3 TO 8 YEARS	2.994	1.040	159	37
3=9 OR MORE	2.673	0.951	162	38
POSITION				
=(missing)	2.750	1.165	8	1
1=SUPERVISORY	2.714	1.054	63	15
2=NON-SUPERVISORY	2.842	0.949	348	83

EPA REGION VII SUPERVISION

Question 34: Assignment time frame and priorities are clearly explained

Criterion Variable : Q34 PRIORITIES CLEAR

	Mean	S.D.	N	Pc
For entire sample (Missing = 3)	2.568	1.098	428	99
ETHNIC BACKGROUND				
=(missing)	2.950	1.276	20	4
3=WHITE	2.551	1.077	352	82
7=NON-WHITE	2.536	1.159	56	13
RESPONDENT'S SEX				
=(missing)	2.636	1.206	11	2
1=FEMALE	2.595	1.199	220	51
2=MALE	2.533	0.972	197	46
AGE				
=(missing)	2.786	1.188	14	3
1=UNDER 30	2.488	1.099	43	10
2=30-44	2.592	1.119	233	54
3=45 PLUS	2.529	1.062	138	32
TIME IN REGION VII				
=(missing)	2.818	1.250	11	
1=< 3 YEARS	2.528	1.078	89	20
2=3 TO 8 YEARS	2.712	1.180	163	38
3=9 OR MORE	2.430	1.001	165	38
POSITION				
=(missing)	2.250	1.165	8	1
1=SUPERVISORY	2.587	1.072	63	14
2=NON-SUPERVISORY	2.571	1.103	357	83

EPA REGION VII SUPERVISION

Question 35: Supervisor asks for explanation before criticizing my work

Criterion Variable : Q35 CRITICIZE WORK

	Mean	S.D.	N	Pct
For entire sample (Missing = 7)	2.712	1.131	424	98
ETHNIC BACKGROUND				
=(missing)	2.850	1.226	20	4
3=WHITE	2.665	1.114	349	82
7=NON-WHITE	2.964	1.186	55	13
RESPONDENT'S SEX				
=(missing)	2.800	1.229	10	2
1=FEMALE	2.835	1.222	218	51
2=MALE	2.571	1.003	196	46
AGE				
=(missing)	2.769	1.166	13	3
1=UNDER 30	2.786	1.138	42	9
2=30-44	2.714	1.137	231	54
3=45 PLUS	2.681	1.127	138	32
TIME IN REGION VII				
=(missing)	2.800	1.317	10	2
1=< 3 YEARS	2.750	1.085	88	20
2=3 TO 8 YEARS	2.714	1.180	161	38
3=9 OR MORE	2.685	1.103	165	38
POSITION				
=(missing)	2.429	1.134	7	1
1=SUPERVISORY	2.698	1.102	63	14
2=NON-SUPERVISORY	2.720	1.138	354	83

EPA REGION VII COMMUNICATIONS

Question 36: I feel that I can be direct and honest with my supervisor

Criterion Variable : Q36 HONEST WITH SUPER

	Mean	S.D.	N	Pct
For entire sample (Missing = 3)	2.371	1.169	428	99.
ETHNIC BACKGROUND				
=(missing)	2.600	1.046	20	4.
3=WHITE	2.338	1.158	352	82.
7=NON-WHITE	2.500	1.279	56	13.
RESPONDENT'S SEX				
=(missing)	2.818	1.250	11	2.
1=FEMALE	2.441	1.275	220	51.
2=MALE	2.269	1.027	197	46.
AGE				
=(missing)	2.857	1.167	14	3.
1=UNDER 30	2.349	1.110	43	10.
2=30-44	2.373	1.229	233	54.
3=45 PLUS	2.326	1.082	138	32.
TIME IN REGION VII				
=(missing)	2.545	1.036	11	.
1=< 3 YEARS	2.315	1.093	89	20.
2=3 TO 8 YEARS	2.411	1.294	163	38.
3=9 OR MORE	2.352	1.092	165	38.
POSITION				
=(missing)	2.500	1.069	8	1.
1=SUPERVISORY	2.286	1.099	63	14.
2=NON-SUPERVISORY	2.384	1.186	357	83.

EPA REGION VII SENIOR MANAGEMENT

Question 37: Philosophy direction for Region VII has been communicated

Criterion Variable : Q37 CLEAR PHILOSOPHY

	Mean	S.D.	N	Per
For entire sample (Missing = 7)	3.507	0.989	424	98.
ETHNIC BACKGROUND				
=(missing)	3.650	1.182	20	4.
3=WHITE	3.503	0.978	350	82.
7=NON-WHITE	3.481	1.005	54	12.
RESPONDENT'S SEX				
=(missing)	4.091	0.701	11	2.
1=FEMALE	3.523	0.988	216	50.
2=MALE	3.457	0.997	197	46.
AGE				
=(missing)	3.786	0.893	14	3.
1=UNDER 30	3.122	0.954	41	9.
2=30-44	3.595	1.044	232	54.
3=45 PLUS	3.445	0.882	137	32.
TIME IN REGION VII				
=(missing)	3.909	0.701	11	2.
1=< 3 YEARS	3.407	0.925	86	20.
2=3 TO 8 YEARS	3.580	1.067	162	38.
3=9 OR MORE	3.461	0.953	165	38.
POSITION				
=(missing)	3.750	1.282	8	1.
1=SUPERVISORY	3.492	1.061	63	14.
2=NON-SUPERVISORY	3.504	0.972	353	83.

EPA REGION VII SUPERVISION

Question 38: Supervisor helps me develop my skills so I can advance

Criterion Variable : Q38 DEVELOP MY SKILLS

	Mean	S.D.	N	Pc
For entire sample (Missing = 5)	2.822	1.173	426	98.
ETHNIC BACKGROUND				
=(missing)	3.200	1.152	20	4.
3=WHITE	2.791	1.160	350	82.
7=NON-WHITE	2.875	1.251	56	13.
RESPONDENT'S SEX				
=(missing)	3.091	1.136	11	2.
1=FEMALE	2.835	1.266	218	51.
2=MALE	2.792	1.065	197	46.
AGE				
=(missing)	3.214	1.051	14	3.
1=UNDER 30	2.762	1.185	42	9.
2=30-44	2.705	1.188	234	54.
3=45 PLUS	3.000	1.135	136	31.
TIME IN REGION VII				
=(missing)	3.000	1.183	11	.
1=< 3 YEARS	2.693	1.097	88	20.
2=3 TO 8 YEARS	2.841	1.198	164	38.
3=9 OR MORE	2.859	1.191	163	38.
POSITION				
=(missing)	3.125	1.246	8	1.
1=SUPERVISORY	2.641	1.045	64	15.
2=NON-SUPERVISORY	2.847	1.192	354	83.

EPA REGION VII PERSONNEL CHANGE

Question 39: Supervisor explains reasons for changes that affect me

Criterion Variable : Q39 EXPLAINS CHANGES

	Mean	S.D.	N	Pct
For entire sample (Missing = 5)	2.587	1.099	426	98.
ETHNIC BACKGROUND				
=(missing)	2.500	1.100	20	4.
3=WHITE	2.567	1.072	351	82.
7=NON-WHITE	2.745	1.265	55	12.
RESPONDENT'S SEX				
=(missing)	2.636	1.206	11	2.
1=FEMALE	2.696	1.217	217	50.
2=MALE	2.465	0.938	198	46.
AGE				
=(missing)	2.692	1.182	13	3.
1=UNDER 30	2.465	1.008	43	10.
2=30-44	2.592	1.130	233	54.
3=45 PLUS	2.606	1.073	137	32.
TIME IN REGION VII				
=(missing)	2.818	1.250	11	2.
1=< 3 YEARS	2.573	1.117	89	20.
2=3 TO 8 YEARS	2.620	1.112	163	38.
3=9 OR MORE	2.546	1.073	163	38.
POSITION				
=(missing)	2.500	1.069	8	1.
1=SUPERVISORY	2.578	1.066	64	15.
2=NON-SUPERVISORY	2.590	1.108	354	83.

EPA REGION VII SUPERVISION

Question 40: Involved, when possible, in decisions that affect my work

Criterion Variable : Q40 DECISIONS INVOLVE ME

	Mean	S.D.	N	Pc
For entire sample (Missing = 4)	2.534	1.175	427	99
ETHNIC BACKGROUND				
=(missing)	2.650	1.089	20	4.
3=WHITE	2.507	1.166	351	82.
7=NON-WHITE	2.661	1.269	56	13.
RESPONDENT'S SEX				
=(missing)	2.545	1.036	11	2.
1=FEMALE	2.571	1.270	219	51.
2=MALE	2.492	1.072	197	46.
AGE				
=(missing)	2.643	1.008	14	3.
1=UNDER 30	2.419	1.052	43	10.
2=30-44	2.554	1.245	233	54.
3=45 PLUS	2.526	1.112	137	32.
TIME IN REGION VII				
=(missing)	2.636	1.120	11	.
1=< 3 YEARS	2.618	1.153	89	20.
2=3 TO 8 YEARS	2.626	1.228	163	38.
3=9 OR MORE	2.390	1.132	164	38.
POSITION				
=(missing)	2.250	0.707	8	1.
1=SUPERVISORY	2.406	1.094	64	15.
2=NON-SUPERVISORY	2.563	1.197	355	83.

EPA REGION VII SUPERVISION

Question 41: My supervisor criticizes me in front of other people

Criterion Variable : Q41 OPEN CRITICISM

	Mean	S.D.	N	Pc
For entire sample (Missing = 4)	3.981	1.034	427	99
ETHNIC BACKGROUND				
=(missing)	3.950	1.050	20	4
3=WHITE	3.954	1.057	351	82
7=NON-WHITE	4.161	0.869	56	13
RESPONDENT'S SEX				
=(missing)	3.727	1.104	11	2
1=FEMALE	3.945	1.126	218	51
2=MALE	4.035	0.920	198	46
AGE				
=(missing)	3.643	1.082	14	3
1=UNDER 30	4.119	0.803	42	9
2=30-44	3.949	1.067	234	54
3=45 PLUS	4.029	1.036	137	32
TIME IN REGION VII				
=(missing)	3.455	1.128	11	2
1=< 3 YEARS	4.056	0.958	89	20
2=3 TO 8 YEARS	4.000	1.036	163	38
3=9 OR MORE	3.957	1.064	164	38
POSITION				
=(missing)	3.750	1.282	8	1
1=SUPERVISORY	4.078	0.896	64	15
2=NON-SUPERVISORY	3.969	1.053	355	83

EPA REGION VII SUPERVISION

Question 42: Supervisor gives me timely and useful feedback

Criterion Variable : Q42 TIMELY FEEDBACK

	Mean	S.D.	N	Pct
For entire sample (Missing = 3)	2.731	1.108	428	99.
ETHNIC BACKGROUND				
=(missing)	2.550	1.050	20	4.
3=WHITE	2.744	1.098	352	82.
7=NON-WHITE	2.714	1.202	56	13.
RESPONDENT'S SEX				
=(missing)	2.636	1.120	11	2.
1=FEMALE	2.845	1.213	219	51.
2=MALE	2.611	0.969	198	46.
AGE				
=(missing)	2.786	1.122	14	3.
1=UNDER 30	2.698	1.166	43	10.
2=30-44	2.726	1.139	234	54.
3=45 PLUS	2.745	1.043	137	32.
TIME IN REGION VII				
=(missing)	2.909	1.221	11	2.
1=< 3 YEARS	2.742	1.103	89	20.
2=3 TO 8 YEARS	2.774	1.158	164	38.
3=9 OR MORE	2.671	1.057	164	38.
POSITION				
=(missing)	2.375	0.916	8	1.
1=SUPERVISORY	2.734	1.027	64	15.
2=NON-SUPERVISORY	2.739	1.127	356	83.

EPA REGION VII SUPERVISION

Question 43: My supervisor appreciates me and the job I do

Criterion Variable : Q43 SUPER APPRECIATES ME

	Mean	S.D.	N	Pc
For entire sample (Missing = 3)	2.283	1.109	428	99
ETHNIC BACKGROUND				
=(missing)	2.650	1.089	20	4
3=WHITE	2.250	1.083	352	82
7=NON-WHITE	2.357	1.257	56	13
RESPONDENT'S SEX				
=(missing)	2.636	1.027	11	2
1=FEMALE	2.342	1.222	219	51
2=MALE	2.197	0.970	198	46
AGE				
=(missing)	2.929	1.072	14	3
1=UNDER 30	2.116	0.981	43	10
2=30-44	2.282	1.152	234	54
3=45 PLUS	2.270	1.061	137	32
TIME IN REGION VII				
=(missing)	2.545	1.036	11	2
1=< 3 YEARS	2.213	1.017	89	20
2=3 TO 8 YEARS	2.299	1.173	164	38
3=9 OR MORE	2.287	1.101	164	38
POSITION				
=(missing)	2.250	1.035	8	1
1=SUPERVISORY	2.250	1.069	64	15
2=NON-SUPERVISORY	2.289	1.120	356	83

EPA REGION VII SUPERVISION

Question 44: My supervisor praises me when I do tasks extremely well

Criterion Variable : Q44 SUPER PRAISES ME

	Mean	S.D.	N	Pct
For entire sample (Missing = 3)	2.388	1.147	428	99.
ETHNIC BACKGROUND				
=(missing)	2.300	1.031	20	4.
3=WHITE	2.369	1.150	352	82.
7=NON-WHITE	2.536	1.175	56	13.
RESPONDENT'S SEX				
=(missing)	2.455	1.036	11	2.
1=FEMALE	2.397	1.246	219	51.
2=MALE	2.374	1.038	198	46.
AGE				
=(missing)	2.571	1.016	14	3.
1=UNDER 30	2.256	1.002	43	10.
2=30-44	2.393	1.211	234	54.
3=45 PLUS	2.401	1.095	137	32.
TIME IN REGION VII				
=(missing)	2.727	1.191	11	
1=< 3 YEARS	2.213	1.071	89	20.
2=3 TO 8 YEARS	2.439	1.199	164	38.
3=9 OR MORE	2.409	1.129	164	38.
POSITION				
=(missing)	2.250	0.707	8	1.
1=SUPERVISORY	2.406	1.065	64	15.
2=NON-SUPERVISORY	2.388	1.171	356	83.

EPA REGION VII SUPERVISION

Question 45: My supervisor encourages me to ask questions

Criterion Variable : Q45 ASK QUESTIONS

	Mean	S.D.	N	Pct
For entire sample (Missing = 3)	2.397	1.065	428	99.
ETHNIC BACKGROUND				
=(missing)	2.400	0.995	20	4.
3=WHITE	2.389	1.070	352	82.
7=NON-WHITE	2.446	1.077	56	13.
RESPONDENT'S SEX				
=(missing)	2.636	1.120	11	2.
1=FEMALE	2.384	1.141	219	51.
2=MALE	2.399	0.976	198	46.
AGE				
=(missing)	2.786	1.122	14	3.
1=UNDER 30	2.326	1.040	43	10.
2=30-44	2.376	1.114	234	54.
3=45 PLUS	2.416	0.983	137	32.
TIME IN REGION VII				
=(missing)	2.545	1.128	11	2.
1=< 3 YEARS	2.247	1.003	89	20.
2=3 TO 8 YEARS	2.433	1.119	164	38.
3=9 OR MORE	2.433	1.040	164	38.
POSITION				
=(missing)	2.375	1.061	8	1.
1=SUPERVISORY	2.438	0.974	64	15.
2=NON-SUPERVISORY	2.390	1.083	356	83.

EPA REGION VII COMMUNICATIONS

Question 46: Conflicts are honestly discussed and resolved in my section

Criterion Variable : Q46 CONFLICTS DISCUSSED

	Mean	S.D.	N	Pc
For entire sample (Missing = 3)	2.839	1.118	428	99
ETHNIC BACKGROUND				
=(missing)	3.350	1.089	20	4
3=WHITE	2.795	1.116	352	82
7=NON-WHITE	2.929	1.110	56	13
RESPONDENT'S SEX				
=(missing)	3.000	1.265	11	2
1=FEMALE	2.959	1.155	219	51
2=MALE	2.697	1.056	198	46
AGE				
=(missing)	3.143	1.167	14	3
1=UNDER 30	2.884	1.117	43	10
2=30-44	2.855	1.122	234	54
3=45 PLUS	2.766	1.113	137	32
TIME IN REGION VII				
=(missing)	2.818	1.168	11	
1=< 3 YEARS	2.865	1.025	89	20
2=3 TO 8 YEARS	2.933	1.219	164	38
3=9 OR MORE	2.732	1.057	164	38
POSITION				
=(missing)	2.625	0.916	8	1
1=SUPERVISORY	2.344	1.027	64	15
2=NON-SUPERVISORY	2.933	1.116	356	83

EPA REGION VII SUPERVISION

Question 47: I understand day to day concerns of my supervisor

Criterion Variable : Q47 DAY TO DAY CONCERNS

	Mean	S.D.	N	Pc
For entire sample (Missing = 5)	2.697	1.069	426	98
ETHNIC BACKGROUND				
=(missing)	3.000	1.029	18	4
3=WHITE	2.659	1.066	352	82
7=NON-WHITE	2.839	1.092	56	13
RESPONDENT'S SEX				
=(missing)	3.000	1.054	10	2
1=FEMALE	2.702	1.102	218	51
2=MALE	2.677	1.036	198	46
AGE				
=(missing)	3.077	1.038	13	3
1=UNDER 30	2.860	1.125	43	10
2=30-44	2.747	1.079	233	54
3=45 PLUS	2.526	1.022	137	32
TIME IN REGION VII				
=(missing)	2.909	1.044	11	2
1=< 3 YEARS	2.843	1.032	89	20
2=3 TO 8 YEARS	2.778	1.126	162	38
3=9 OR MORE	2.524	1.018	164	38
POSITION				
=(missing)	2.625	0.916	8	1
1=SUPERVISORY	2.250	1.069	64	15
2=NON-SUPERVISORY	2.780	1.055	354	83

EPA REGION VII COMMUNICATIONS

Question 48: My supervisor gives me clear directions

Criterion Variable : Q48 CLEAR DIRECTIONS

	Mean	S.D.	N	Pct
For entire sample (Missing = 10)	2.634	1.078	421	97.
ETHNIC BACKGROUND				
=(missing)	2.476	0.981	21	5.
3=WHITE	2.645	1.075	344	81.
7=NON-WHITE	2.625	1.137	56	13.
RESPONDENT'S SEX				
=(missing)	2.455	1.128	11	2.
1=FEMALE	2.656	1.137	215	51.
2=MALE	2.621	1.010	195	46.
AGE				
=(missing)	2.643	1.151	14	3.
1=UNDER 30	2.780	1.107	41	9.
2=30-44	2.593	1.071	231	54.
3=45 PLUS	2.659	1.080	135	32.
TIME IN REGION VII				
=(missing)	2.818	1.250	11	..
1=< 3 YEARS	2.545	1.038	88	20.
2=3 TO 8 YEARS	2.689	1.125	161	38.
3=9 OR MORE	2.615	1.043	161	38.
POSITION				
=(missing)	2.375	1.188	8	1.
1=SUPERVISORY	2.742	1.100	62	14.
2=NON-SUPERVISORY	2.621	1.073	351	83.

EPA REGION VII COMMUNICATIONS

Question 49: My supervisor gives me timely directions

Criterion Variable : Q49 TIMELY DIRECTIONS

	Mean	S.D.	N	Pc
For entire sample (Missing = 10)	2.613	1.037	421	97
ETHNIC BACKGROUND				
=(missing)	2.524	1.030	21	5
3=WHITE	2.625	1.031	344	81
7=NON-WHITE	2.571	1.093	56	13
RESPONDENT'S SEX				
=(missing)	2.364	1.027	11	2
1=FEMALE	2.647	1.121	215	51
2=MALE	2.590	0.939	195	46
AGE				
=(missing)	2.571	1.089	14	3
1=UNDER 30	2.610	1.070	41	9
2=30-44	2.597	1.033	231	54
3=45 PLUS	2.644	1.040	135	32
TIME IN REGION VII				
=(missing)	2.727	1.191	11	2
1=< 3 YEARS	2.511	0.983	88	20
2=3 TO 8 YEARS	2.708	1.099	161	38
3=9 OR MORE	2.565	0.992	161	38
POSITION				
=(missing)	2.250	1.035	8	1
1=SUPERVISORY	2.710	1.030	62	14
2=NON-SUPERVISORY	2.604	1.039	351	83

EPA REGION VII WORKING CONDITIONS

Question 50: My supervisor demands obedience and strict discipline

Criterion Variable : Q50 STRICT DISCIPLINE

	Mean	S.D.	N	Pc
For entire sample (Missing = 13)	3.488	1.106	418	97
ETHNIC BACKGROUND				
=(missing)	3.286	1.146	21	5
3=WHITE	3.539	1.091	343	82
7=NON-WHITE	3.241	1.164	54	12
RESPONDENT'S SEX				
=(missing)	2.909	0.831	11	2
1=FEMALE	3.523	1.149	214	51
2=MALE	3.482	1.066	193	46
AGE				
=(missing)	2.714	0.825	14	3
1=UNDER 30	3.425	1.174	40	9
2=30-44	3.607	1.101	229	54
3=45 PLUS	3.385	1.086	135	32
TIME IN REGION VII				
=(missing)	2.909	0.831	11	2
1=< 3 YEARS	3.655	0.986	87	20
2=3 TO 8 YEARS	3.531	1.176	160	38
3=9 OR MORE	3.394	1.099	160	38
POSITION				
=(missing)	2.875	0.835	8	1
1=SUPERVISORY	3.210	1.230	62	14
2=NON-SUPERVISORY	3.552	1.079	348	83

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with library services

Criterion Variable : Q51A LIBRARY SERVICES

	Mean	S.D.	N	Pc
For entire sample (Missing = 11)	2.269	0.861	420	97
ETHNIC BACKGROUND				
=(missing)	2.429	1.028	21	5
3=WHITE	2.235	0.839	345	82
7=NON-WHITE	2.426	0.924	54	12
RESPONDENT'S SEX				
=(missing)	2.636	0.924	11	2
1=FEMALE	2.270	0.871	215	51
2=MALE	2.247	0.846	194	46
AGE				
=(missing)	2.571	0.852	14	3
1=UNDER 30	2.375	1.030	40	9
2=30-44	2.255	0.834	231	55
3=45 PLUS	2.230	0.855	135	32
TIME IN REGION VII				
=(missing)	2.727	0.786	11	2
1=< 3 YEARS	2.471	0.900	87	20
2=3 TO 8 YEARS	2.231	0.870	160	38
3=9 OR MORE	2.167	0.813	162	38
POSITION				
=(missing)	3.000	0.756	8	1
1=SUPERVISORY	2.355	0.925	62	14
2=NON-SUPERVISORY	2.237	0.845	350	83

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with career counseling

Criterion Variable : Q51B CAREER COUNSELING

	Mean	S.D.	N	Pc
For entire sample (Missing = 17)	3.143	0.842	414	96
ETHNIC BACKGROUND				
=(missing)	3.524	0.680	21	5
3=WHITE	3.155	0.826	342	82
7=NON-WHITE	2.902	0.944	51	12
RESPONDENT'S SEX				
=(missing)	3.455	0.522	11	2
1=FEMALE	3.033	0.917	211	51
2=MALE	3.245	0.750	192	46
AGE				
=(missing)	3.308	0.630	13	3
1=UNDER 30	3.075	0.616	40	9
2=30-44	3.140	0.887	229	55
3=45 PLUS	3.152	0.842	132	
TIME IN REGION VII				
=(missing)	3.455	0.820	11	2
1=< 3 YEARS	3.093	0.761	86	20
2=3 TO 8 YEARS	3.112	0.876	160	38
3=9 OR MORE	3.178	0.851	157	37
POSITION				
=(missing)	3.625	0.518	8	1
1=SUPERVISORY	2.952	0.858	62	15
2=NON-SUPERVISORY	3.166	0.839	344	83

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with benefits counseling

Criterion Variable : Q51C BENEFITS COUNSELING

	Mean	S.D.	N	Pc
For entire sample (Missing = 14)	2.940	0.930	417	96
ETHNIC BACKGROUND				
=(missing)	3.286	1.056	21	5.
3=WHITE	2.939	0.932	344	82.
7=NON-WHITE	2.808	0.841	52	12.
RESPONDENT'S SEX				
=(missing)	3.182	0.751	11	2.
1=FEMALE	2.831	0.936	213	51.
2=MALE	3.047	0.920	193	46.
AGE				
=(missing)	3.071	0.730	14	3.
1=UNDER 30	3.050	0.904	40	9.
2=30-44	2.861	0.952	230	55.
3=45 PLUS	3.030	0.912	133	31.
TIME IN REGION VII				
=(missing)	3.364	0.674	11	2.
1=< 3 YEARS	2.814	0.861	86	20.
2=3 TO 8 YEARS	2.831	0.947	160	38.
3=9 OR MORE	3.087	0.941	160	38.
POSITION				
=(missing)	3.625	0.916	8	1.
1=SUPERVISORY	2.903	1.003	62	14.
2=NON-SUPERVISORY	2.931	0.913	347	83.

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with office supply services

Criterion Variable : Q51D OFFICE SUPPLIES

	Mean	S.D.	N	Pc
For entire sample (Missing = 13)	3.177	1.145	418	97
ETHNIC BACKGROUND				
=(missing)	2.810	1.030	21	5
3=WHITE	3.249	1.142	345	82
7=NON-WHITE	2.846	1.144	52	12
RESPONDENT'S SEX				
=(missing)	3.455	1.128	11	2
1=FEMALE	3.310	1.157	213	51
2=MALE	3.015	1.117	194	46
AGE				
=(missing)	3.429	1.016	14	3
1=UNDER 30	3.150	0.949	40	9
2=30-44	3.316	1.179	231	55
3=45 PLUS	2.917	1.115	133	31
TIME IN REGION VII				
=(missing)	3.545	0.934	11	
1=< 3 YEARS	3.500	1.015	86	20
2=3 TO 8 YEARS	3.156	1.168	160	38
3=9 OR MORE	3.000	1.167	161	38
POSITION				
=(missing)	3.625	0.916	8	1
1=SUPERVISORY	3.177	1.181	62	14
2=NON-SUPERVISORY	3.167	1.144	348	83

EPA REGION VII GENERAL PERSONNEL

Question 51: Satisfaction with centralized processing of travel

Criterion Variable : Q51E CENTRAL PROCESSING

	Mean	S.D.	N	Pct
For entire sample (Missing = 14)	2.561	0.883	417	96.
ETHNIC BACKGROUND				
=(missing)	2.476	1.030	21	5.
3=WHITE	2.590	0.866	344	82.
7=NON-WHITE	2.404	0.934	52	12.
RESPONDENT'S SEX				
=(missing)	2.636	1.027	11	2.
1=FEMALE	2.512	0.899	213	51.
2=MALE	2.611	0.860	193	46.
AGE				
=(missing)	2.429	1.016	14	3.
1=UNDER 30	2.550	0.677	40	9.
2=30-44	2.593	0.923	231	55.
3=45 PLUS	2.523	0.860	132	31.
TIME IN REGION VII				
=(missing)	2.636	0.924	11	2.
1=< 3 YEARS	2.698	0.855	86	20.
2=3 TO 8 YEARS	2.650	0.940	160	38.
3=9 OR MORE	2.394	0.817	160	38.
POSITION				
=(missing)	2.875	0.991	8	1.
1=SUPERVISORY	2.371	0.814	62	14.
2=NON-SUPERVISORY	2.588	0.890	347	83.

EPA REGION VII PERSONNEL CHANGE

Question 52: Super encourages ways co-workers can support each other

Criterion Variable :- Q52 CO-WORKER SUPPORT

	Mean	S.D.	N	Pct
For entire sample (Missing = 10)	2.874	1.031	421	97
ETHNIC BACKGROUND				
=(missing)	2.810	0.873	21	5
3=WHITE	2.881	1.029	345	81
7=NON-WHITE	2.855	1.113	55	13
RESPONDENT'S SEX				
=(missing)	2.909	1.044	11	2
1=FEMALE	2.907	1.128	215	51
2=MALE	2.836	0.916	195	46
AGE				
=(missing)	3.071	0.997	14	3
1=UNDER 30	2.857	0.952	42	10
2=30-44	2.913	1.035	231	54
3=45 PLUS	2.791	1.055	134	31
TIME IN REGION VII				
=(missing)	2.909	1.044	11	
1=< 3 YEARS	2.876	0.902	89	21
2=3 TO 8 YEARS	2.913	1.075	161	38
3=9 OR MORE	2.831	1.059	160	38
POSITION				
=(missing)	2.500	1.069	8	1
1=SUPERVISORY	2.565	0.985	62	14
2=NON-SUPERVISORY	2.937	1.029	351	83

EPA REGION VII COMMUNICATIONS

Question 53: Am comfortable discussing new assignments with supervisor

Criterion Variable : Q53 NEW ASSIGNMENTS

	Mean	S.D.	N	Pc
For entire sample (Missing = 11)	2.276	0.996	420	97
ETHNIC BACKGROUND				
=(missing)	2.524	0.928	21	5
3=WHITE	2.241	0.982	344	81
7=NON-WHITE	2.400	1.099	55	13
RESPONDENT'S SEX				
=(missing)	2.636	1.027	11	2
1=FEMALE	2.316	1.116	215	51
2=MALE	2.211	0.840	194	46
AGE				
=(missing)	2.643	1.008	14	3
1=UNDER 30	2.310	0.897	42	10
2=30-44	2.265	1.047	230	54
3=45 PLUS	2.246	0.937	134	31
TIME IN REGION VII				
=(missing)	2.636	1.027	11	2
1=< 3 YEARS	2.292	1.025	89	21
2=3 TO 8 YEARS	2.250	0.971	160	38
3=9 OR MORE	2.269	1.008	160	38
POSITION				
=(missing)	2.375	0.916	8	1
1=SUPERVISORY	2.274	1.011	62	14
2=NON-SUPERVISORY	2.274	0.998	350	83

EPA REGION VII COMMUNICATIONS

Question 54: Conflicts and disagreements usually ignored in my section

Criterion Variable : Q54 CONFLICTS IGNORED

	Mean	S.D.	N	Pct
For entire sample (Missing = 13)	3.230	1.062	418	97.
ETHNIC BACKGROUND				
=(missing)	3.050	0.945	20	4.
3=WHITE	3.256	1.057	344	82.
7=NON-WHITE	3.130	1.133	54	12.
RESPONDENT'S SEX				
=(missing)	3.000	0.943	10	2.
1=FEMALE	3.121	1.136	214	51.
2=MALE	3.361	0.968	194	46.
AGE				
=(missing)	2.923	0.954	13	3.
1=UNDER 30	3.214	1.048	42	10.
2=30-44	3.242	1.064	231	55.
3=45 PLUS	3.242	1.078	132	31.
TIME IN REGION VII				
=(missing)	2.909	0.944	11	.
1=< 3 YEARS	3.057	1.043	88	21.
2=3 TO 8 YEARS	3.313	1.100	160	38.
3=9 OR MORE	3.264	1.034	159	38.
POSITION				
=(missing)	3.000	0.926	8	1.
1=SUPERVISORY	3.710	0.930	62	14.
2=NON-SUPERVISORY	3.149	1.066	348	83.

EPA REGION VII WORKING CONDITIONS

Question 55: I have enough time to do my job

Criterion Variable : Q55 ENOUGH TIME FOR JOB

	Mean	S.D.	N	Pct
For entire sample (Missing = 9)	3.040	1.218	422	97.
ETHNIC BACKGROUND				
=(missing)	3.300	1.129	20	4.
3=WHITE	3.087	1.234	346	82.
7=NON-WHITE	2.661	1.083	56	13.
RESPONDENT'S SEX				
=(missing)	3.500	0.972	10	2.
1=FEMALE	2.931	1.243	217	51.
2=MALE	3.138	1.191	195	46.
AGE				
=(missing)	3.308	1.032	13	3.
1=UNDER 30	2.619	1.103	42	10.
2=30-44	3.173	1.253	231	54.
3=45 PLUS	2.919	1.174	136	32.
TIME IN REGION VII				
=(missing)	3.091	0.944	11	2.
1=< 3 YEARS	2.764	1.128	89	21.
2=3 TO 8 YEARS	3.275	1.264	160	37.
3=9 OR MORE	2.957	1.202	162	38.
POSITION				
=(missing)	3.500	0.756	8	1.
1=SUPERVISORY	3.516	1.264	62	14.
2=NON-SUPERVISORY	2.946	1.198	352	83.

EPA REGION VII WORKING CONDITIONS

Question 56: I have correct supplies and equipment to do my job

Criterion Variable : Q56 SUPPLIES FOR JOB

	Mean	S.D.	N	Pct
For entire sample (Missing = 10)	2.515	1.013	421	97.
ETHNIC BACKGROUND				
=(missing)	2.895	1.049	19	4.
3=WHITE	2.555	1.015	346	82.
7=NON-WHITE	2.143	0.903	56	13.
RESPONDENT'S SEX				
=(missing)	2.700	0.823	10	2.
1=FEMALE	2.509	1.025	216	51.
2=MALE	2.513	1.012	195	46.
AGE				
=(missing)	2.538	0.776	13	3.
1=UNDER 30	2.524	1.065	42	10.
2=30-44	2.587	1.081	230	54.
3=45 PLUS	2.390	0.888	136	32.
TIME IN REGION VII				
=(missing)	2.636	0.809	11	.
1=< 3 YEARS	2.618	1.061	89	21.
2=3 TO 8 YEARS	2.597	1.097	159	37.
3=9 OR MORE	2.370	0.898	162	38.
POSITION				
=(missing)	3.000	0.756	8	1.
1=SUPERVISORY	2.613	1.046	62	14.
2=NON-SUPERVISORY	2.487	1.011	351	83.

EPA REGION VII WORKING CONDITIONS

Question 58: The amount of workload is reasonable

Criterion Variable : Q58 WORKLOAD REASONABLE

	Mean	S.D.	N	Pc
For entire sample (Missing = 11)	2.876	1.139	420	97
ETHNIC BACKGROUND				
=(missing)	3.100	1.165	20	4
3=WHITE	2.896	1.154	345	82
7=NON-WHITE	2.673	1.019	55	13
RESPONDENT'S SEX				
=(missing)	2.900	1.101	10	2
1=FEMALE	2.819	1.133	216	51
2=MALE	2.938	1.150	194	46
AGE				
=(missing)	2.846	1.068	13	3
1=UNDER 30	2.341	0.855	41	9
2=30-44	3.035	1.163	230	54
3=45 PLUS	2.772	1.129	136	32
TIME IN REGION VII				
=(missing)	2.727	1.104	11	2
1=< 3 YEARS	2.575	0.984	87	20
2=3 TO 8 YEARS	3.069	1.209	160	38
3=9 OR MORE	2.858	1.119	162	38
POSITION				
=(missing)	2.875	0.991	8	1
1=SUPERVISORY	3.371	1.283	62	14
2=NON-SUPERVISORY	2.789	1.095	350	83

EPA REGION VII PERSONNEL CHANGE

Question 59: Consider change to be opportunity not a nuisance

Criterion Variable : Q59 CHANGE IS OPPORTUNITY

	Mean	S.D.	N	Pct
For entire sample (Missing = 14)	2.120	0.826	417	96
ETHNIC BACKGROUND				
=(missing)	2.500	0.946	20	4.
3=WHITE	2.161	0.833	341	81.
7=NON-WHITE	1.732	0.587	56	13.
RESPONDENT'S SEX				
=(missing)	2.778	1.202	9	2.
1=FEMALE	1.967	0.757	215	51.
2=MALE	2.259	0.845	193	46.
AGE				
=(missing)	2.583	1.084	12	2.
1=UNDER 30	1.786	0.565	42	10.
2=30-44	2.145	0.819	228	54.
3=45 PLUS	2.141	0.857	135	32.
TIME IN REGION VII				
=(missing)	2.700	1.160	10	.
1=< 3 YEARS	1.910	0.651	89	21.
2=3 TO 8 YEARS	2.076	0.764	157	37.
3=9 OR MORE	2.242	0.914	161	38.
POSITION				
=(missing)	2.571	1.134	7	1.
1=SUPERVISORY	1.806	0.721	62	14.
2=NON-SUPERVISORY	2.167	0.825	348	83.

EPA REGION VII PERSONNEL CHANGE

Question 60: People in section supportive during periods of change

Criterion Variable : Q60 SUPPORT DURING CHANGE

	Mean	S.D.	N	Pct
For entire sample (Missing = 10)	2.537	0.898	421	97.
ETHNIC BACKGROUND				
=(missing)	2.950	0.887	20	4.
3=WHITE	2.504	0.876	345	81.
7=NON-WHITE	2.589	1.005	56	13.
RESPONDENT'S SEX				
=(missing)	2.700	0.675	10	2.
1=FEMALE	2.530	0.943	217	51.
2=MALE	2.536	0.859	194	46.
AGE				
=(missing)	2.769	0.725	13	3.
1=UNDER 30	2.524	0.773	42	10.
2=30-44	2.587	0.920	230	54.
3=45 PLUS	2.434	0.908	136	32.
TIME IN REGION VII				
=(missing)	2.727	0.786	11	2.
1=< 3 YEARS	2.506	0.814	89	21.
2=3 TO 8 YEARS	2.616	0.953	159	37.
3=9 OR MORE	2.463	0.893	162	38.
POSITION				
=(missing)	2.625	0.518	8	1.
1=SUPERVISORY	2.210	0.890	62	14.
2=NON-SUPERVISORY	2.593	0.896	351	83.

EPA REGION VII PERFORMANCE

Question 61: I am satisfied with my job at Region VII

Criterion Variable : Q61 SATISFIED WITH JOB

	Mean	S.D.	N	Pct
For entire sample (Missing = 9)	2.289	0.958	422	97.
ETHNIC BACKGROUND				
=(missing)	3.000	1.257	20	4.
3=WHITE	2.243	0.910	346	82.
7=NON-WHITE	2.321	1.046	56	13.
RESPONDENT'S SEX				
=(missing)	3.100	1.287	10	2.
1=FEMALE	2.240	1.004	217	51.
2=MALE	2.303	0.871	195	46.
AGE				
=(missing)	2.846	1.214	13	3.
1=UNDER 30	2.286	0.805	42	10.
2=30-44	2.260	0.970	231	54.
3=45 PLUS	2.287	0.950	136	32.
TIME IN REGION VII				
=(missing)	2.818	1.250	11	3.
1=< 3 YEARS	2.247	0.895	89	21.
2=3 TO 8 YEARS	2.369	0.936	160	37.
3=9 OR MORE	2.198	0.983	162	38.
POSITION				
=(missing)	2.750	1.165	8	1.
1=SUPERVISORY	2.081	0.816	62	14.
2=NON-SUPERVISORY	2.315	0.973	352	83.

EPA REGION VII PERFORMANCE

Question 62: People look for constructive solutions

Criterion Variable : Q62 CONSTRUCTIVE SOLUTIONS

	Mean	S.D.	N	Pc
For entire sample (Missing = 11)	2.724	1.006	420	97
ETHNIC BACKGROUND				
=(missing)	3.350	1.182	20	4
3=WHITE	2.692	0.998	344	81
7=NON-WHITE	2.696	0.933	56	13
RESPONDENT'S SEX				
=(missing)	3.200	1.229	10	2
1=FEMALE	2.759	0.996	216	51
2=MALE	2.660	1.001	194	46
AGE				
=(missing)	3.154	1.144	13	3
1=UNDER 30	2.833	1.057	42	10
2=30-44	2.790	1.004	229	54
3=45 PLUS	2.537	0.958	136	32
TIME IN REGION VII				
=(missing)	3.182	1.168	11	2
1=< 3 YEARS	2.775	0.889	89	21
2=3 TO 8 YEARS	2.848	1.084	158	37
3=9 OR MORE	2.543	0.953	162	38
POSITION				
=(missing)	2.875	1.126	8	1
1=SUPERVISORY	2.516	1.052	62	14
2=NON-SUPERVISORY	2.757	0.993	350	83

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with in-house mail distribution

Criterion Variable : Q63A IN-HOUSE MAIL

	Mean	S.D.	N	Pct
For entire sample (Missing = 6)	2.781	1.005	425	98.
ETHNIC BACKGROUND				
=(missing)	2.762	1.091	21	4.
3=WHITE	2.836	1.018	348	81.
7=NON-WHITE	2.446	0.829	56	13.
RESPONDENT'S SEX				
=(missing)	2.727	0.786	11	2.
1=FEMALE	2.766	1.014	218	51.
2=MALE	2.801	1.011	196	46.
AGE				
=(missing)	2.643	0.745	14	3.
1=UNDER 30	2.738	0.964	42	9.
2=30-44	2.762	1.026	231	54.
3=45 PLUS	2.841	1.013	138	32.
TIME IN REGION VII				
=(missing)	2.636	0.809	11	..
1=< 3 YEARS	2.830	1.031	88	20.
2=3 TO 8 YEARS	2.820	0.974	161	37.
3=9 OR MORE	2.727	1.038	165	38.
POSITION				
=(missing)	3.125	0.835	8	1.
1=SUPERVISORY	2.859	1.037	64	15.
2=NON-SUPERVISORY	2.759	1.004	353	83.

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with purchasing services

Criterion Variable : Q63B PURCHASING SERVICES

	Mean	S.D.	N	Pct
For entire sample (Missing = 8)	2.939	0.934	423	98.
ETHNIC BACKGROUND				
=(missing)	3.143	1.108	21	5.
3=WHITE	2.974	0.928	348	82.
7=NON-WHITE	2.630	0.853	54	12.
RESPONDENT'S SEX				
=(missing)	2.909	0.701	11	2.
1=FEMALE	2.912	0.931	217	51.
2=MALE	2.969	0.952	195	46.
AGE				
=(missing)	2.857	0.663	14	3.
1=UNDER 30	3.220	0.909	41	9.
2=30-44	2.905	0.944	232	54.
3=45 PLUS	2.919	0.943	136	32.
TIME IN REGION VII				
=(missing)	2.545	0.820	11	2.
1=< 3 YEARS	2.988	0.833	86	20.
2=3 TO 8 YEARS	3.025	0.958	162	38.
3=9 OR MORE	2.854	0.961	164	38.
POSITION				
=(missing)	3.125	0.641	8	1.
1=SUPERVISORY	3.063	1.037	64	15.
2=NON-SUPERVISORY	2.912	0.920	351	83.

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with graphics support

Criterion Variable : Q63C GRAPHICS SUPPORT

	Mean	S.D.	N	Pct
For entire sample (Missing = 10)	2.285	0.822	421	97.
ETHNIC BACKGROUND				
=(missing)	2.381	0.740	21	5.
3=WHITE	2.277	0.818	347	82.
7=NON-WHITE	2.302	0.890	53	12.
RESPONDENT'S SEX				
=(missing)	2.500	0.527	10	2.
1=FEMALE	2.276	0.854	217	51.
2=MALE	2.284	0.800	194	46.
AGE				
=(missing)	2.385	0.650	13	3.
1=UNDER 30	2.476	0.804	42	10.
2=30-44	2.252	0.870	230	54.
3=45 PLUS	2.272	0.755	136	32.
TIME IN REGION VII				
=(missing)	2.500	0.707	10	2.
1=< 3 YEARS	2.448	0.774	87	20.
2=3 TO 8 YEARS	2.298	0.858	161	38.
3=9 OR MORE	2.172	0.806	163	38.
POSITION				
=(missing)	2.571	0.535	7	1.
1=SUPERVISORY	2.188	0.833	64	15.
2=NON-SUPERVISORY	2.297	0.824	350	83.

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with computer services

Criterion Variable : Q63D COMPUTER SERVICE

	Mean	S.D.	N	Pct
For entire sample (Missing = 9)	2.336	0.980	422	97.
ETHNIC BACKGROUND				
=(missing)	2.619	1.024	21	5.
3=WHITE	2.350	0.994	346	82.
7=NON-WHITE	2.145	0.848	55	13.
RESPONDENT'S SEX				
=(missing)	2.636	0.924	11	2.
1=FEMALE	2.245	0.950	216	51.
2=MALE	2.421	1.009	195	46.
AGE				
=(missing)	2.643	0.842	14	3.
1=UNDER 30	2.400	0.841	40	9.
2=30-44	2.237	1.028	232	55.
3=45 PLUS	2.456	0.934	136	32.
TIME IN REGION VII				
=(missing)	2.636	0.924	11	2.
1=< 3 YEARS	2.233	0.877	86	20.
2=3 TO 8 YEARS	2.364	1.044	162	38.
3=9 OR MORE	2.344	0.971	163	38.
POSITION				
=(missing)	2.875	0.991	8	1.
1=SUPERVISORY	2.500	1.024	64	15.
2=NON-SUPERVISORY	2.294	0.968	350	82.

EPA REGION VII WORKING CONDITIONS

Question 63: Satisfaction with geographic information services

Criterion Variable : Q63E GEO INFO SERVICE

	Mean	S.D.	N	Pct
For entire sample (Missing = 19)	2.922	0.704	412	95
ETHNIC BACKGROUND				
=(missing)	2.905	0.700	21	5.
3=WHITE	2.956	0.698	338	82.
7=NON-WHITE	2.717	0.717	53	12.
RESPONDENT'S SEX				
=(missing)	3.091	0.831	11	2.
1=FEMALE	2.791	0.672	211	51.
2=MALE	3.058	0.707	190	46.
AGE				
=(missing)	3.083	0.793	12	2.
1=UNDER 30	2.976	0.570	41	10.
2=30-44	2.841	0.730	227	55.
3=45 PLUS	3.030	0.676	132	32.
TIME IN REGION VII				
=(missing)	3.100	0.876	10	..
1=< 3 YEARS	2.941	0.542	85	20.
2=3 TO 8 YEARS	2.856	0.726	160	38.
3=9 OR MORE	2.968	0.746	157	38.
POSITION				
=(missing)	3.250	0.886	8	1.
1=SUPERVISORY	3.032	0.718	63	15.
2=NON-SUPERVISORY	2.894	0.695	341	82.

EPA REGION VII WORKING CONDITIONS

Question 64: I am satisfied with the working environment at Region VII

Criterion Variable : Q64 WORKING ENVIRONMENT

	Mean	S.D.	N	Pc
For entire sample (Missing = 6)	2.638	0.986	425	98
ETHNIC BACKGROUND				
=(missing)	3.143	0.793	21	4
3=WHITE	2.585	0.954	349	82
7=NON-WHITE	2.782	1.182	55	12
RESPONDENT'S SEX				
=(missing)	3.091	0.944	11	2
1=FEMALE	2.697	1.043	218	51
2=MALE	2.546	0.913	196	46
AGE				
=(missing)	3.071	0.829	14	3
1=UNDER 30	2.429	0.831	42	9
2=30-44	2.638	0.997	232	54
3=45 PLUS	2.657	1.018	137	32
TIME IN REGION VII				
=(missing)	3.091	0.944	11	2
1=< 3 YEARS	2.466	0.896	88	20
2=3 TO 8 YEARS	2.669	0.963	163	38
3=9 OR MORE	2.669	1.049	163	38
POSITION				
=(missing)	3.250	0.886	8	1
1=SUPERVISORY	2.391	0.828	64	15
2=NON-SUPERVISORY	2.669	1.006	353	83

EPA REGION VII GENERAL PERSONNEL

Question 65: I understand the employee's benefit package offered me

Criterion Variable : Q65 UNDERSTAND BENEFITS

	Mean	S.D.	N	Pc
For entire sample (Missing = 6)	2.372	0.868	425	98
ETHNIC BACKGROUND				
=(missing)	2.905	0.995	21	4
3=WHITE	2.317	0.836	350	82
7=NON-WHITE	2.519	0.947	54	12
RESPONDENT'S SEX				
=(missing)	2.818	0.982	11	2
1=FEMALE	2.442	0.896	217	51
2=MALE	2.269	0.817	197	46
AGE				
=(missing)	2.643	0.929	14	3
1=UNDER 30	2.524	0.890	42	9
2=30-44	2.442	0.939	231	54
3=45 PLUS	2.181	0.686	138	27
TIME IN REGION VII				
=(missing)	2.818	0.982	11	2
1=< 3 YEARS	2.489	0.844	88	20
2=3 TO 8 YEARS	2.356	0.887	163	38
3=9 OR MORE	2.294	0.846	163	38
POSITION				
=(missing)	3.500	0.535	8	1
1=SUPERVISORY	2.266	0.895	64	15
2=NON-SUPERVISORY	2.365	0.853	353	83

EPA REGION VII GENERAL PERSONNEL

Question 66: Policies and procedures periodically reviewed and changed

Criterion Variable : Q66 REVIEWS POLICIES

	Mean	S.D.	N	Pc.
For entire sample (Missing = 5)	3.143	0.876	426	98
ETHNIC BACKGROUND				
=(missing)	3.524	0.873	21	4.
3=WHITE	3.129	0.865	350	82
7=NON-WHITE	3.091	0.928	55	12
RESPONDENT'S SEX				
=(missing)	3.545	0.820	11	2.
1=FEMALE	3.151	0.916	218	51.
2=MALE	3.112	0.832	197	46.
AGE				
=(missing)	3.357	0.842	14	3.
1=UNDER 30	3.048	0.697	42	9.
2=30-44	3.168	0.927	232	54.
3=45 PLUS	3.109	0.843	138	32.
TIME IN REGION VII				
=(missing)	3.455	0.820	11	2.
1=< 3 YEARS	3.068	0.828	88	20.
2=3 TO 8 YEARS	3.141	0.929	163	38.
3=9 OR MORE	3.165	0.853	164	38.
POSITION				
=(missing)	3.500	0.926	8	1.
1=SUPERVISORY	2.937	0.852	64	15.
2=NON-SUPERVISORY	3.172	0.875	354	83.

EPA REGION VII GENERAL PERSONNEL

Question 67: Hiring and promotion practices appear to be fair

Criterion Variable : Q67 HIRING PRACTICES

	Mean	S.D.	N	Pc
For entire sample (Missing = 8)	3.466	1.122	423	98
ETHNIC BACKGROUND				
=(missing)	4.000	1.140	21	5
3=WHITE	3.395	1.082	347	82
7=NON-WHITE	3.709	1.286	55	13
RESPONDENT'S SEX				
=(missing)	3.909	1.136	11	2
1=FEMALE	3.493	1.171	217	51
2=MALE	3.410	1.063	195	46
AGE				
=(missing)	3.714	1.139	14	3
1=UNDER 30	3.381	1.035	42	9
2=30-44	3.489	1.149	231	54
3=45 PLUS	3.426	1.106	136	33
TIME IN REGION VII				
=(missing)	3.818	1.079	11	2
1=< 3 YEARS	3.216	1.129	88	20
2=3 TO 8 YEARS	3.562	1.097	162	38
3=9 OR MORE	3.481	1.132	162	38
POSITION				
=(missing)	4.000	1.069	8	1
1=SUPERVISORY	2.922	1.028	64	15
2=NON-SUPERVISORY	3.553	1.112	351	83

EPA REGION VII PERSONNEL DIVERSITY

Question 68: Frank communication about issues such as age, gender, race

Criterion Variable : Q68 OPEN DIVERSE COMMUNICATIONS

	Mean	S.D.	N	Pct
For entire sample (Missing = 4)	3.103	1.029	427	99.
ETHNIC BACKGROUND				
=(missing)	3.476	1.250	21	4.
3=WHITE	3.046	0.962	350	82.
7=NON-WHITE	3.321	1.281	56	13.
RESPONDENT'S SEX				
=(missing)	3.273	1.191	11	2.
1=FEMALE	3.119	1.086	219	51.
2=MALE	3.076	0.958	197	46.
AGE				
=(missing)	3.357	1.082	14	3.
1=UNDER 30	2.930	1.009	43	10.
2=30-44	3.121	1.050	232	54.
3=45 PLUS	3.101	0.998	138	32.
TIME IN REGION VII				
=(missing)	3.545	1.036	11	2.
1=< 3 YEARS	2.876	0.915	89	20.
2=3 TO 8 YEARS	3.172	1.092	163	38.
3=9 OR MORE	3.128	1.010	164	38.
POSITION				
=(missing)	3.625	0.916	8	1.
1=SUPERVISORY	2.609	0.919	64	15.
2=NON-SUPERVISORY	3.180	1.026	355	83.

EPA REGION VII PERSONNEL DIVERSITY

Question 69: Advancement opportunities open to all employees

Criterion Variable : Q69 ADVANCEMENT

	Mean	S.D.	N	Pct
For entire sample (Missing = 6)	3.094	1.178	425	98.
ETHNIC BACKGROUND				
=(missing)	3.714	1.189	21	4.
3=WHITE	2.977	1.146	348	81.
7=NON-WHITE	3.589	1.187	56	13.
RESPONDENT'S SEX				
=(missing)	3.727	1.191	11	2.
1=FEMALE	3.096	1.197	218	51.
2=MALE	3.056	1.151	196	46.
AGE				
=(missing)	3.571	1.158	14	3.
1=UNDER 30	2.628	1.134	43	10.
2=30-44	3.113	1.170	231	54.
3=45 PLUS	3.161	1.177	137	
TIME IN REGION VII				
=(missing)	3.818	1.168	11	2.
1=< 3 YEARS	2.787	1.050	89	20.
2=3 TO 8 YEARS	3.167	1.197	162	38.
3=9 OR MORE	3.141	1.196	163	38.
POSITION				
=(missing)	3.875	1.126	8	1.
1=SUPERVISORY	2.453	0.834	64	15.
2=NON-SUPERVISORY	3.193	1.193	353	83.

EPA REGION VII PERFORMANCE

Question 70: Good performance is rewarded through pay or promotion

Criterion Variable : Q70 PERFORMANCE REWARDED

	Mean	S.D.	N	Pct
For entire sample (Missing = 4)	3.218	1.103	427	99.
ETHNIC BACKGROUND				
=(missing)	3.667	1.017	21	4.
3=WHITE	3.166	1.079	350	82.
7=NON-WHITE	3.375	1.244	56	13.
RESPONDENT'S SEX				
=(missing)	3.636	0.924	11	2.
1=FEMALE	3.279	1.204	219	51.
2=MALE	3.127	0.984	197	46.
AGE				
=(missing)	3.571	0.852	14	3.
1=UNDER 30	2.744	0.848	43	10.
2=30-44	3.280	1.149	232	54.
3=45 PLUS	3.225	1.088	138	32.
TIME IN REGION VII				
=(missing)	3.636	1.027	11	2.
1=< 3 YEARS	3.045	0.952	89	20.
2=3 TO 8 YEARS	3.258	1.168	163	38.
3=9 OR MORE	3.244	1.114	164	38.
POSITION				
=(missing)	3.875	0.991	8	1.
1=SUPERVISORY	2.859	1.021	64	15.
2=NON-SUPERVISORY	3.268	1.107	355	83.

EPA REGION VII PERSONNEL DIVERSITY

Question 71: Prejudices that hinder advancement of women in Region VII

Criterion Variable : Q71 STEREOTYPES BARRIERS

	Mean	S.D.	N	Pct
For entire sample (Missing = 3)	3.301	1.286	428	99.
ETHNIC BACKGROUND				
=(missing)	2.857	1.352	21	4.
3=WHITE	3.456	1.241	351	82.
7=NON-WHITE	2.500	1.221	56	13.
RESPONDENT'S SEX				
=(missing)	2.909	1.446	11	2.
1=FEMALE	2.750	1.222	220	51.
2=MALE	3.939	1.033	197	46.
AGE				
=(missing)	3.000	1.301	14	3.
1=UNDER 30	3.302	1.166	43	10.
2=30-44	3.263	1.308	232	54.
3=45 PLUS	3.396	1.289	139	33.
TIME IN REGION VII				
=(missing)	2.909	1.446	11	2.
1=< 3 YEARS	3.483	1.179	89	20.
2=3 TO 8 YEARS	3.258	1.359	163	38.
3=9 OR MORE	3.273	1.256	165	38.
POSITION				
=(missing)	2.750	1.282	8	1.
1=SUPERVISORY	3.672	1.183	64	15.
2=NON-SUPERVISORY	3.247	1.294	356	83.

EPA REGION VII WORKING CONDITIONS

Question 72: Region VII offers training to enhance my job skills

Criterion Variable : Q72 JOB SKILLS TRAINING

	Mean	S.D.	N	Pct
For entire sample (Missing = 5)	2.507	0.976	426	98.
ETHNIC BACKGROUND				
=(missing)	3.000	1.183	21	4.
3=WHITE	2.499	0.964	349	81.
7=NON-WHITE	2.375	0.926	56	13.
RESPONDENT'S SEX				
=(missing)	2.909	0.944	11	2.
1=FEMALE	2.413	0.976	218	51.
2=MALE	2.589	0.968	197	46.
AGE				
=(missing)	2.857	0.949	14	3.
1=UNDER 30	2.605	1.003	43	10.
2=30-44	2.437	0.980	231	54.
3=45 PLUS	2.558	0.959	138	32.
TIME IN REGION VII				
=(missing)	3.182	0.982	11	2.
1=< 3 YEARS	2.539	1.001	89	20.
2=3 TO 8 YEARS	2.475	0.947	162	38.
3=9 OR MORE	2.476	0.981	164	38.
POSITION				
=(missing)	2.875	0.991	8	1.
1=SUPERVISORY	2.141	0.687	64	15.
2=NON-SUPERVISORY	2.565	1.006	354	83.

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with motor pool services

Criterion Variable : Q73A MOTOR POOL SVCS

	Mean	S.D.	N	Pc
For entire sample (Missing = 11)	2.862	0.911	420	97
ETHNIC BACKGROUND				
=(missing)	3.190	1.030	21	5
3=WHITE	2.844	0.927	347	82
7=NON-WHITE	2.846	0.724	52	12
RESPONDENT'S SEX				
=(missing)	3.364	1.027	11	2
1=FEMALE	2.902	0.836	214	51
2=MALE	2.790	0.975	195	46
AGE				
=(missing)	3.308	0.947	13	3
1=UNDER 30	2.854	0.853	41	9
2=30-44	2.930	0.884	230	54
3=45 PLUS	2.706	0.952	136	32
TIME IN REGION VII				
=(missing)	3.182	0.874	11	2
1=< 3 YEARS	2.885	0.813	87	20
2=3 TO 8 YEARS	2.994	0.932	161	38
3=9 OR MORE	2.696	0.922	161	38
POSITION				
=(missing)	3.125	0.991	8	1
1=SUPERVISORY	2.875	0.968	64	15
2=NON-SUPERVISORY	2.853	0.901	348	82

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with telephone system

Criterion Variable : Q73B TELEPHONE SYSTEM

	Mean	S.D.	N	Pct
For entire sample (Missing = 6)	2.045	0.798	425	98.
ETHNIC BACKGROUND				
=(missing)	2.333	1.065	21	4.
3=WHITE	2.032	0.793	349	82.
7=NON-WHITE	2.018	0.707	55	12.
RESPONDENT'S SEX				
=(missing)	2.636	1.206	11	2.
1=FEMALE	2.005	0.789	218	51.
2=MALE	2.056	0.773	196	46.
AGE				
=(missing)	2.500	1.092	14	3.
1=UNDER 30	2.023	0.801	43	10.
2=30-44	2.026	0.763	231	54.
3=45 PLUS	2.036	0.817	137	32.
TIME IN REGION VII				
=(missing)	2.455	1.128	11	2.
1=< 3 YEARS	2.170	0.913	88	20.
2=3 TO 8 YEARS	2.012	0.766	161	37.
3=9 OR MORE	1.982	0.728	165	38.
POSITION				
=(missing)	2.375	0.916	8	1.
1=SUPERVISORY	1.922	0.697	64	15.
2=NON-SUPERVISORY	2.059	0.811	353	83.

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with rest room facility maintenance

Criterion Variable : Q73C REST ROOM MAINT

	Mean	S.D.	N	Pct
For entire sample (Missing = 4)	2.635	1.074	427	99.
ETHNIC BACKGROUND				
=(missing)	3.000	1.265	21	4.
3=WHITE	2.623	1.060	350	82.
7=NON-WHITE	2.571	1.076	56	13.
RESPONDENT'S SEX				
=(missing)	3.273	1.272	11	2.
1=FEMALE	2.805	1.152	220	51.
2=MALE	2.408	0.915	196	45.
AGE				
=(missing)	3.143	1.167	14	3.
1=UNDER 30	2.512	1.009	43	10.
2=30-44	2.634	1.081	232	54.
3=45 PLUS	2.623	1.068	138	33.
TIME IN REGION VII				
=(missing)	3.273	1.272	11	2.
1=< 3 YEARS	2.562	0.976	89	20.
2=3 TO 8 YEARS	2.568	1.068	162	37.
3=9 OR MORE	2.697	1.107	165	38.
POSITION				
=(missing)	3.375	1.188	8	1.
1=SUPERVISORY	2.531	0.908	64	15.
2=NON-SUPERVISORY	2.637	1.095	355	83.

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with air temperature maintenance

Criterion Variable : Q73D AIR TEMP MAINT

	Mean	S.D.	N	Pct
For entire sample (Missing = 4)	3.419	1.101	427	99.
ETHNIC BACKGROUND				
=(missing)	3.714	1.231	21	4.
3=WHITE	3.414	1.085	350	82.
7=NON-WHITE	3.339	1.149	56	13.
RESPONDENT'S SEX				
=(missing)	3.727	1.191	11	2.
1=FEMALE	3.450	1.119	220	51.
2=MALE	3.367	1.075	196	45.
AGE				
=(missing)	3.714	1.204	14	3.
1=UNDER 30	3.558	1.098	43	10.
2=30-44	3.470	1.108	232	54.
3=45 PLUS	3.261	1.069	138	32.
TIME IN REGION VII				
=(missing)	3.909	1.136	11	2.
1=< 3 YEARS	3.371	1.049	89	20.
2=3 TO 8 YEARS	3.438	1.069	162	37.
3=9 OR MORE	3.394	1.157	165	38.
POSITION				
=(missing)	4.000	0.926	8	1.
1=SUPERVISORY	3.219	1.031	64	15.
2=NON-SUPERVISORY	3.442	1.112	355	83.

EPA REGION VII WORKING CONDITIONS

Question 73: Satisfaction with meeting room schedule

Criterion Variable : Q73E MEETING ROOM

	Mean	S.D.	N	Pc.
For entire sample (Missing = 6)	2.553	0.941	425	98
ETHNIC BACKGROUND				
=(missing)	2.714	1.102	21	4
3=WHITE	2.570	0.943	349	82
7=NON-WHITE	2.382	0.850	55	12
RESPONDENT'S SEX				
=(missing)	2.545	1.036	11	2
1=FEMALE	2.587	1.009	218	51
2=MALE	2.515	0.856	196	46
AGE				
=(missing)	2.500	0.941	14	3
1=UNDER 30	2.302	0.638	43	10
2=30-44	2.649	0.970	231	54
3=45 PLUS	2.474	0.955	137	32
TIME IN REGION VII				
=(missing)	2.455	1.036	11	-
1=< 3 YEARS	2.575	0.960	87	20
2=3 TO 8 YEARS	2.617	0.985	162	38
3=9 OR MORE	2.485	0.881	165	38
POSITION				
=(missing)	3.000	1.069	8	1
1=SUPERVISORY	2.641	1.104	64	15
2=NON-SUPERVISORY	2.527	0.905	353	83

EPA REGION VII WORKING CONDITIONS

Question 74: I feel valued and respected as an employee of Region VII

Criterion Variable : Q74 VALUED EMPLOYEE

	Mean	S.D.	N	Pct
For entire sample (Missing = 6)	2.619	0.979	425	98.
ETHNIC BACKGROUND				
=(missing)	3.333	1.065	21	4.
3=WHITE	2.529	0.925	348	81.
7=NON-WHITE	2.911	1.116	56	13.
RESPONDENT'S SEX				
=(missing)	3.182	0.874	11	2.
1=FEMALE	2.670	1.052	218	51.
2=MALE	2.531	0.885	196	46.
AGE				
=(missing)	3.286	0.825	14	3.
1=UNDER 30	2.558	0.908	43	10.
2=30-44	2.641	0.998	231	54.
3=45 PLUS	2.533	0.963	137	32.
TIME IN REGION VII				
=(missing)	2.909	0.831	11	2.
1=< 3 YEARS	2.517	0.906	89	20.
2=3 TO 8 YEARS	2.712	1.017	163	38.
3=9 OR MORE	2.562	0.984	162	38.
POSITION				
=(missing)	3.125	0.835	8	1.
1=SUPERVISORY	2.250	0.816	64	15.
2=NON-SUPERVISORY	2.674	0.994	353	83.

EPA REGION VII WORKING CONDITIONS

Question 75: My immediate work environment is physically safe

Criterion Variable : Q75 PHYSICALLY SAFE EVIRON

	Mean	S.D.	N	Pct
For entire sample (Missing = 6)	2.214	0.892	425	98.
ETHNIC BACKGROUND				
=(missing)	2.381	0.865	21	4.
3=WHITE	2.215	0.895	349	82.
7=NON-WHITE	2.145	0.891	55	12.
RESPONDENT'S SEX				
=(missing)	2.500	0.972	10	2.
1=FEMALE	2.242	0.919	219	51.
2=MALE	2.168	0.858	196	46.
AGE				
=(missing)	2.385	0.870	13	3.
1=UNDER 30	2.140	0.710	43	10.
2=30-44	2.268	0.972	231	54.
3=45 PLUS	2.130	0.800	138	32.
TIME IN REGION VII				
=(missing)	2.500	0.850	10	2.
1=< 3 YEARS	2.216	0.928	88	20.
2=3 TO 8 YEARS	2.222	0.926	162	38.
3=9 OR MORE	2.188	0.845	165	38.
POSITION				
=(missing)	2.714	0.951	7	1.
1=SUPERVISORY	2.078	0.878	64	15.
2=NON-SUPERVISORY	2.229	0.891	354	83.

EPA REGION VII PERSONNEL DIVERSITY

Question 76: Barriers in Region VII hinder advancement of minorities

Criterion Variable : Q76 BARRIERS FOR MINORITIES

	Mean	S.D.	N	Pct
For entire sample (Missing = 5)	3.359	1.192	426	98.
ETHNIC BACKGROUND				
=(missing)	2.762	1.513	21	4.
3=WHITE	3.579	1.046	349	81.
7=NON-WHITE	2.214	1.202	56	13.
RESPONDENT'S SEX				
=(missing)	2.818	1.537	11	2.
1=FEMALE	3.018	1.196	219	51.
2=MALE	3.770	1.029	196	46.
AGE				
=(missing)	2.786	1.477	14	3.
1=UNDER 30	3.286	1.019	42	9.
2=30-44	3.349	1.225	232	54.
3=45 PLUS	3.457	1.147	138	32.
TIME IN REGION VII				
=(missing)	2.636	1.629	11	2.
1=< 3 YEARS	3.449	1.098	89	20.
2=3 TO 8 YEARS	3.309	1.252	162	38.
3=9 OR MORE	3.409	1.139	164	38.
POSITION				
=(missing)	2.375	1.506	8	1.
1=SUPERVISORY	3.438	1.153	64	15.
2=NON-SUPERVISORY	3.367	1.186	354	83.

EPA REGION VII PERSONNEL DIVERSITY

Question 77: Progress made for equal opportunity for all employees

Criterion Variable : Q77 EQUAL OPPORTUNITIES FOR ALL

	Mean	S.D.	N	Pc
For entire sample (Missing = 7)	2.804	1.046	424	98
ETHNIC BACKGROUND				
=(missing)	3.143	0.964	21	5
3=WHITE	2.712	0.981	347	81
7=NON-WHITE	3.250	1.311	56	13
RESPONDENT'S SEX				
=(missing)	3.000	0.775	11	2
1=FEMALE	2.829	1.099	217	51
2=MALE	2.765	1.001	196	46
AGE				
=(missing)	2.929	0.730	14	3
1=UNDER 30	2.628	0.976	43	10
2=30-44	2.827	1.069	231	54
3=45 PLUS	2.809	1.058	136	32
TIME IN REGION VII				
=(missing)	3.091	1.044	11	
1=< 3 YEARS	2.596	0.914	89	21
2=3 TO 8 YEARS	2.888	1.118	161	38
3=9 OR MORE	2.816	1.032	163	38
POSITION				
=(missing)	3.000	0.756	8	1
1=SUPERVISORY	2.222	0.771	63	14
2=NON-SUPERVISORY	2.904	1.062	353	83

Appendix C:

Questionnaire

EPA REGION VII ORGANIZATIONAL HEALTH SURVEY

Thanks for agreeing to participate in this survey. Your opinions concerning the work climate at Region VII will be used to build on our strengths, address areas in need of improvement and help Region VII become a more effective and efficient agency.

Your individual responses are **guaranteed** to be confidential. An external researcher will analyze the responses and only group scores will be reported.

Upon completion, please seal your survey in the enclosed addressed, post-paid envelope, and drop it into a U. S. Postal Service mailbox. (Mailboxes are located in the lobby of the Brotherhood Bank Building and outside the north employee entrance in the PLMG area.)

Please turn the page and begin the questionnaire.

Thanks for your contribution!

INSTRUCTIONS: Please circle the answer that best describes you and/or fill in the blank.

Definitions:

Region VII: Means Region VII of EPA.

Section: Means your immediate section or work unit.

Supervisor: Means the person to whom you report regardless of your level in the organization.

1. In Region VII, there is an atmosphere of open, informal and honest communication.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

2. Would you prefer to see more money allocated for:

___ 1. Technical training (skills development for immediate job)

-or-

___ 2. Personal/professional development (skills and attitude development for personal and career advancement in the future)

3. We are allowed, in my section, to discuss openly difficult issues or problems that affect our jobs.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

4. Which work schedule best fits your work and lifestyle needs?

___ 1. Compressed work schedule

-or-

___ 2. Flexible working hours (allowed to begin and end work at different times as long as you work designated "core hours")

5. Given a choice, which would you prefer:

___ 1. More money be designated for training

-or-

___ 2. More money be designated for awards

6. The information that is communicated to me is very selective. People withhold information.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

7. I feel as though my opinions are encouraged and respected.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

8. Except for CBI, I feel as though I have access to the information that I need to do my job

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

9. I would like to have more influence about how I complete my assigned tasks.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

10. With regard to the current Special Act or Service Award program, if you were to be a recipient, please indicate the form of award you would prefer:

___ 1. Cash

-or-

___ 2. Appropriate time off

11. I feel that supervisors are interested in my suggestions for improvement.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

12. People in Region VII are encouraged to be creative and innovative.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

13. I know clearly what results are expected of me in my job.

___ 1. Yes

___ 2. No

14. In which TWO of the following areas do you feel EPA Region VII's Senior Management should make the most improvement.

(mark TWO choices)

___ 1. Teamwork

___ 2. Encouragement of innovation and risk-taking

___ 3. Accessibility

___ 4. Increased delegation in decision making

___ 5. Development of subordinate managers

___ 6. Communication (including listening)

15. I feel as though I have sufficient authority to solve the routine situations and/or problems of my job.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

16. Most people in Region VII are concerned with following established rules and regulations.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

17. Do the impediments to accomplishing EPA's mission occur **primarily** at the level of:
(ONE response only)

- ☐ 1. First level supervision/management
- ☐ 2. Second level management
- ☐ 3. Senior management

18. USE THE LETTERS BELOW to identify the **top four** program categories that are most beneficial to you:

Most Beneficial	2nd Beneficial	3rd Beneficial	4th Beneficial
--------------------	-------------------	-------------------	-------------------

_____	_____	_____	_____
-------	-------	-------	-------

- A. The Personal Education and Achievement Center (PEAC)
- B. Developmental Programs (Mentoring, Goalsetters Reaching for Opportunities-GRO, Greater Leadership Opportunities-GLO, Women's Executive Leadership, Executive Potential)
- C. Tuition Assistance for Continuing Education
- D. Employee Counselling Program
- E. Special Emphasis and Diversity Programs
- F. Details and Rotations
- G. Current Technology (LAN, Voice Mail, Video Conferencing, Computer Systems Training)
- H. Furniture, Equipment and Building Maintenance
- I. Guard Coverage for Personal Security
- K. Wellness Program (Health Fair, Brown Bags)
- M. Indoor Air Quality
- O. New Employee Orientation
- P. In-house Training Program
- Q. Total Quality Management Program

19. I am encouraged to analyze the tasks that I do on the job and make recommendations for being more efficient.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

20. Taking risks to improve performance is encouraged.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

21. I understand the mission of EPA.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

22. Outstanding achievements (i.e., high quality and quantity of work) are rewarded in my department.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

23. I know who my internal customers are.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

24. I know who my external customers are.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

25. I understand my customers' needs.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

26. Some current programs could be reduced or eliminated and the money diverted to other programs we presently do not offer. From the following list of "possible" new programs, select the four which you feel would be most beneficial. WRITE IN THE LETTERS BELOW.

Most Beneficial	2nd Beneficial	3rd Beneficial	4th Beneficial
--------------------	-------------------	-------------------	-------------------

_____	_____	_____	_____
-------	-------	-------	-------

- A. Fitness Center
- B. Job Sharing
- C. Work at Home
- D. Child Care Facility
- E. Elder Care
- F. Improved Ergonomics
(Furniture and training to reduce work fatigue and worker injury)
- G. Life and Estate Planning
- H. Suggestion Program
- I. Assessment of Supervisors By Employees
- K. On-site Medical Personnel
- M. Environmentally Friendly Transportation Program (car pools, bike racks, walking and jogging tracks at worksite)
- O. Improved State-of-the-Art Training Facilities
- P. Casual Dress Days

27. There are incentives in Region VII to encourage workers to do excellent, high quality work beyond the level of just doing enough to get by.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

28. I think the quality improvement efforts have made a positive impact on Region VII.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

29. I have trust and confidence in the people with whom I work.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

30. People in my section work well together as a team.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

31. There are clearly defined goals for team members to achieve.

- ☐ 1. Yes
☐ 2. No

32. Team members share the praise when the team succeeds.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

33. Team members share the responsibility when the team fails.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

34. When my supervisor gives me an assignment, the time frame and priorities of the assignment are clearly explained.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

35. My supervisor asks for an explanation or discussion before criticizing my work.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

36. I feel that I can be direct and honest with my supervisor.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

37. Senior Management has communicated a clear philosophy and direction for Region VII.

Strongly				Strongly
Agree	Agree	Uncertain	Disagree	Disagree
1	2	3	4	5

38. My supervisor helps me to develop my skills so that I can advance my career.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

39. My supervisor explains to me the reasons for changes that affect me.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

40. My supervisor involves me, whenever possible, when making decisions that affect my work.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

41. My supervisor criticizes me in front of other people.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

42. My supervisor gives me timely and useful feedback that helps me to do a better job.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

43. I feel as though my supervisor appreciates me and the job that I do.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

44. My supervisor praises me when I do an extra task or do something extremely well.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

45. My supervisor encourages me to ask questions.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

46. Conflicts are honestly discussed and resolved in my section.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

47. I understand the day to day concerns and activities of my supervisor.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

48. My supervisor gives me clear directions.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

49. My supervisor gives me timely directions.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

50. My supervisor demands obedience and strict discipline.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

51. Rate your satisfaction with the following internal services of EPA, Region VII:

	<u>Very Satisfied</u>	<u>Satisfied</u>	<u>Neutral</u>	<u>Dissatisfied</u>	<u>Very Dissatisfied</u>
Library Services	1	2	3	4	5
Career Counseling	1	2	3	4	5
Benefits Counseling	1	2	3	4	5
Office Supply Services and Photo Copying Facilities	1	2	3	4	5
Centralized Processing of Travel and Time Keeping	1	2	3	4	5

52. During periods of change, my supervisor encourages discussion of ways that co-workers can support each other.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

53. I feel comfortable discussing new assignments with my supervisor.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

54. Conflicts and disagreements are usually ignored in my section.

Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5
------------------------	------------	----------------	---------------	---------------------------

55. Usually, I feel as though I have enough time to do my job.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

56. Usually, I feel as though I have the correct supplies and equipment to do my job.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

57. Have you ever been sexually harassed (*) by another employee of Region VII?

Yes	No
1	2

* Unwelcome sexual advances, requests for sexual favors, or other verbal/physical conduct of a sexual nature when: (a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; (b) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment."

58. On average, I feel as though the amount of my workload is reasonable.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

59. I consider change (when something is not the same as it used to be) to be an opportunity, not a nuisance.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

60. The people in my section are very supportive of each other during periods of change.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

61. Most of the time, I am satisfied with my job at Region VII.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

62. When a problem occurs in my section, people spend their time looking for constructive solutions instead of someone to blame.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

63. Rate your satisfaction with the following services of Region VII:

	<u>Very Satisfied</u>	<u>Satisfied</u>	<u>Neutral</u>	<u>Dissatisfied</u>	<u>Very Dissatisfied</u>
In-house Mail Distribution	1	2	3	4	5
Purchasing Services	1	2	3	4	5
Graphics Support	1	2	3	4	5
LAN, PC, and Main Frame Services	1	2	3	4	5
Geographic Information Services . . .	1	2	3	4	5

64. I am satisfied with the working environment at Region VII.

<u>Very Satisfied</u>	<u>Satisfied</u>	<u>Neutral</u>	<u>Dissatisfied</u>	<u>Very Dissatisfied</u>
1	2	3	4	5

65. I understand the employee's benefit package that the Federal Government offers to me.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1	2	3	4	5

66. I feel that Region VII periodically reviews its policies and procedures and changes them when needed.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1	2	3	4	5

67. The hiring and promotion practices in Region VII appear to be fair.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1	2	3	4	5

68. In Region VII, there is a climate of open and frank communication about diversity issues, such as age, gender, and race.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1	2	3	4	5

69. Opportunities for advancement are open to all employees regardless of age, gender, ethnicity, cultural background, sexual orientation, disability, or religion.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1	2	3	4	5

70. Good performance is rewarded through pay or promotion.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1	2	3	4	5

71. I think there exist in Region VII prejudices, stereotypes and barriers that hinder the advancement of women.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

72. Region VII offers training to enhance my job skills.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

73. Rate your satisfaction with the following internal services of Region VII:

	<u>Very Satisfied</u>	<u>Satisfied</u>	<u>Neutral</u>	<u>Dissatisfied</u>	<u>Very Dissatisfied</u>
Motor Pool Services	1	2	3	4	5
Telephone System	1	2	3	4	5
Rest Room Facility Maintenance	1	2	3	4	5
Air Temperature Maintenance (Heating & Air Conditioning)	1	2	3	4	5
Meeting Room Scheduling	1	2	3	4	5

74. I feel valued and respected as an employee of Region VII.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

75. My immediate work environment is physically safe.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

76. I think that there exist in Region VII prejudices, stereotypes and barriers that hinder the advancement of minorities (excluding women).

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

77. I feel that positive progress is being made in Region VII to provide equal opportunity to all employees.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
1	2	3	4	5

Please turn to the last page!

78. I feel that Senior Management of Region VII has made a number of positive changes during the past several months.

Yes	No
1	2

79. I am:

- ☐ 1. Hispanic
- ☐ 2. Asian American
- ☐ 3. White
- ☐ 4. Black
- ☐ 5. American Indian
- ☐ 6. Other (Specify): _____

80. I am:

- ☐ 1. Female
- ☐ 2. Male

81. My age is:

- ☐ 1. Under 30
- ☐ 2. 30 - 44
- ☐ 3. 45 +

82. I have been with Region VII for

- ☐ 1. less than 3 years
- ☐ 2. 3 to 8 years
- ☐ 3. 9 years or more

83. My position is:

- ☐ 1. Supervisory
- ☐ 2. Non-supervisory

THANK YOU! THANK YOU! THANK YOU! THANK YOU!

Don't forget to seal and mail your survey immediately!