

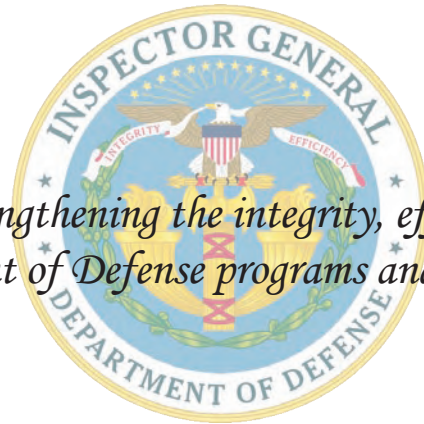
Inspector General

United States
Department of Defense



DEPARTMENT OF DEFENSE
OFFICE OF INSPECTOR GENERAL

VISION STATEMENT



"One professional team strengthening the integrity, efficiency, and effectiveness of Department of Defense programs and operations."

Survey of DoD Senior Officials and Acquisition Workforce Regarding Post-Government Service Employment Restrictions

December 2006



VISION

A professional team of outcome-oriented inspectors promoting positive change by identifying opportunities for performance and efficiency improvements in Department programs and operations.

MISSION

The Directorate of Inspections and Evaluations conducts objective and independent customer-focused management and program inspections addressing areas of interest to Congress and the Department of Defense, and provides timely findings and recommendations leading to positive changes in programs.

Who Should Read This Report and Why? DoD civilian and military personnel responsible for administration, training and oversight of the DoD ethics program should read this report and use the survey results to focus ethics training on areas where needed.

What Was Identified? This report summarizes the findings, conclusions, and recommendations in Part I of the Ethics Resource Center report, "Department of Defense Acquisition Workforce and Senior Officials post-Government Employment Survey Report: Findings, Discussion, and Recommendations," June 30, 2006, and incorporates Part II, "Survey Response Tables." The survey was sent to 9,044 DoD civilian and military personnel – 2,050 General officers and Senior Executive Service officials and 6,994 General Service (GS)-12 through GS-15 civilians and military equivalent pay grades. The survey response rate was 35 percent. Although approximately 95 percent of respondents had worked in the Federal Government for more than 5 years, only 69 percent of GS-14/15 and military equivalent grade respondents had received training on post-Government employment restrictions.

Respondents believed they understood the post-Government employment restrictions. However, respondents did not believe other DoD personnel fully understood, or always complied with, the restrictions. They also generally believed the restrictions were only "somewhat clear." This suggests that either the respondents overestimated their own understanding of the restrictions or merely recognized that the restrictions are complex and difficult to apply.

Approximately 620 of 3,134 respondents stated that they knew someone they believed had violated the restrictions. Only 159 respondents had reported the alleged violation and more than 70 respondents were dissatisfied with DoD response to the reported behavior.

How It Can Be Improved. The Standards of Conduct Office, DoD, should periodically conduct a survey of the acquisition workforce and senior officials to gauge the effectiveness of training on post-Government employment restrictions. Particular training and communication emphasis should be placed on violations that represent the highest risk to the Department.

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REPORT TRANSMITTAL

We are providing this report for information and use. We considered management comments from General Council, DoD, to our findings in preparing this final report. General Counsel comments conformed to the requirements of DoD Directive 7650.3, "Follow-up on General Accounting Office (GAO), DoD Inspector General (DoD IG), and Internal Audit Reports," June 3, 2004. Therefore, additional comments are not required. The complete text of the comments is in the Management Comments section of this report.



Wm Brem Morrison, III
Assistant Inspector General
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Background

In April 2004, a DoD senior acquisition official plead guilty to conspiracy for seeking a post-Government job while negotiating with a major Defense contractor. Examples of improper and unethical behavior among Government employees have resulted in media accounts and public perceptions of a revolving door or other improper activities between the public and private sector. For example, media has recently reported on contractors offering extensive bribes to elected officials who subsequently attempt to bribe DoD officials in order to secure contracts for those contractors.

Because of public concerns, the Office of the Inspector General, DoD, coordinated with the Standards of Conduct Office (SOCO), General Counsel, DoD (GC, DoD) to determine whether that office needed information on the effectiveness of ethics guidance provided to DoD personnel. The GC, DoD, through SOCO, establishes standards of ethical conduct and ethics guidance in DoD.

On August 23, 2004, the GC, DoD requested that the Office of Inspector General (OIG) conduct a survey to determine the awareness and attitudes of DoD senior officials and the acquisition workforce concerning restrictions governing post-Government employment.

Related Government Accountability Office Report. In April 2005, the Government Accountability Office (GAO) issued a report¹ stating that DoD lacked the knowledge needed to determine whether local efforts are meeting the objectives of its ethics program. DoD primarily evaluated the performance of the Department's ethics program in terms of process indicators—such as the number of ethics counselors and the time each devoted to counseling. GAO based its observations primarily on interviews with ethics officials, designees, or ethics counselors in 12 offices, including the offices of the Secretary of Defense, the Departments of the Army, Navy, and Air Force, and Defense Contract Management Agency. The GAO review did not include a survey of DoD personnel to determine if the target population actually received training or to assess the effectiveness of any training.

DoD Guidance on Increased Ethics Training. The Deputy Secretary of Defense announced a need for increased ethics training in an October 25, 2004, memorandum on “Prevention of Violations of Post-Government Service Employment Restrictions.” The policy memorandum requires that DoD personnel who file Public Financial Disclosure Reports (SF 278) must annually certify they are aware of the disqualification and employment restrictions of:

- Section 207, title 18, United States Code, “Restrictions on former officers, employees, and elected officials of the executive and legislative branches,”
- Section 208, title 18, United States Code, “Bribery, Graft, and Conflicts of Interest,” and
- Section 423, title 41, United States Code, the Procurement Integrity Act.

¹ GAO-05-341, “Defense Ethics Program: Opportunities Exist to Strengthen Safeguards for Procurement Integrity,” April 29, 2005

The memorandum also stipulated that DoD Components would deliver training on relevant Federal and DoD disqualification and employment restrictions as part of annual ethics briefings.

Contractor Assistance - Ethics Resource Center. On June 16, 2005, the DoD IG contracted with the Ethics Resource Center (ERC) to conduct the survey as requested by GC, DoD. The ERC uses its 2005 National Business Ethics Survey® (NBES)² to help organizations sample employee perceptions on ethics issues and provide a baseline of awareness and attitudes that can be benchmarked against other enterprises. Hence, the NBES provides a credible framework for the ERC analysis of the DoD survey results. ERC submitted the results of the survey in two parts.³ This report summarizes the findings and discussions in Part I of the ERC Report. Part II, which includes the detailed response tables to each question, is included in this report.

Objectives

The announced objective was to survey the acquisition workforce as well as DoD senior executives and flag officers to determine their attitudes and awareness concerning restrictions on post-Government service employment.

Secondary objectives were to identify areas for potential program evaluation, to identify management risks and program gaps, to educate agency employees about aspects of the ethics program, and to communicate to DoD personnel the importance of ethics in the Government.

Survey Design

In their request for assistance, the GC, DoD suggested an approach to the project and provided 15 hypotheses about the awareness and attitudes regarding the post-Government employment restrictions. The specific survey questions that address these hypotheses are in the list below. Some hypotheses were addressed in more than one question or as subsets to one main question. For example, hypotheses 9 through 11 were addressed in survey Question 7. Learning was addressed in Questions 8 through 18.

1. That a percentage of DoD personnel are aware of the post-Government service employment restrictions. (Questions 3 through 6)
2. That a percentage of DoD personnel believe that if they violate these restrictions, they will be subjected to adverse action. (Question 20)
3. That a percentage of DoD personnel personally know someone who has violated these restrictions and who was not subjected to investigation or adverse action.

² The ERC is an organization with experience in conducting ethics surveys. The NBES is a domestic national survey that validated much of the framework for analysis ERC applied in the DoD survey.

³ Part I, "Department of Defense Acquisition Workforce and Senior Officials post-Government Employment Survey Report: Findings, Discussion, and Recommendations," June 30, 2006, (the ERC Report), 98 pages. See Appendix A, "Scope and Methodology," concerning ERC identified limitations of the report. The report is available upon request.
Part II, "Survey Response Tables," 130 pages.

(Questions 24 and 30)

4. That a percentage of DoD personnel personally know someone who has violated these restrictions and who was investigated or subjected to adverse action. (Question 30)
5. That a percentage of DoD personnel believe only senior personnel are investigated and prosecuted for violation of post-Government service employment restrictions. (Question 35)
6. That a percentage of DoD personnel believe only junior personnel are investigated and prosecuted for violation of post-Government service employment restrictions. (Question 36)
7. That a percentage of DoD personnel believe only procurement personnel are investigated and prosecuted for violation of post-Government service employment restrictions. (Question 37)
8. That a percentage of DoD personnel believe they should request advice from an ethics counselor before leaving Federal service. (Questions 22-23)
9. That a percentage of DoD personnel believe the current restrictions are an effective means to ensure integrity of Government decision-making. (Question 7)
10. That a percentage of DoD personnel believe the current restrictions are insufficient to ensure integrity of Government decision-making. (Question 7)
11. That a percentage of DoD personnel believe the current restrictions are overly restrictive to ensure integrity of Government decision-making. (Question 7)
12. That the most effective way DoD personnel learned of these restrictions was through on-line training. (Questions 8-18)
13. That the most effective way DoD personnel learned of these restrictions was through oral presentations. (Questions 8-18)
14. That the most effective way DoD personnel learned of these restrictions was through group discussions. (Questions 8-18)
15. That the most effective way DoD personnel learned of these restrictions was through reading ethics training materials. (Questions 8-18)

In close collaboration with the contractor, we developed a survey using the 15 hypotheses to examine employee awareness and understanding of, and compliance and satisfaction with, the post-Government employment restrictions. In analyzing results, we considered three interrelated components (Figure 1) of an effective ethics and compliance program:

- Formal program elements;
- Ethical elements of organizational culture; and
- Expected program outcomes.

Building these components require management actions to set standards and communicate these standards through training.

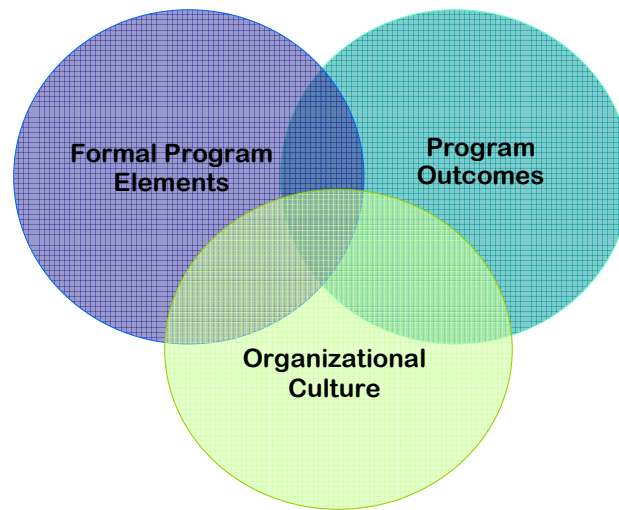


Figure 1. Interrelated components of an effective ethics and compliance program.

Formal Program Elements

The ERC followed the 2004 Federal Sentencing Guidelines for Organizations (FSGO) to assess the formal elements of the DoD ethics program. Chapter 8 of the Guidelines provides criteria in “Effective Compliance and Ethics Program.” The criteria are available at <http://www.ussc.gov/orgguide.htm>. Accordingly, an organization must take reasonable steps to:

- ensure that the organization’s compliance and ethics program is followed, including monitoring and auditing to detect criminal conduct;
- evaluate periodically the effectiveness of the organization’s compliance and ethics program; and
- have and publicize a system, which may include mechanisms that allow for anonymity and confidentiality, whereby the organization’s employees and agents may report or seek guidance regarding potential or actual criminal conduct without fear or retaliation.

Our survey questions were derived from the ERC diagnostic question bank and included a number of questions regarding awareness and understanding of and compliance with a specified set of post-Government employment restrictions. See Appendix B for the questionnaire.

Organizational Culture

The FSGO requires an organization to “otherwise promote an organizational culture that encourages ethical conduct and a commitment to compliance with the law.” However,

neither the U.S. Sentencing Commission nor FSGO has defined what might constitute a desired organizational culture.

The ERC identified a number of ethical elements of organizational culture that are specific, measurable, and strongly related to the generally expected outcomes of an effective ethics and compliance program. In this survey, ERC used the following questions as indicators⁴ of organizational culture:

- whether employees hold themselves responsible for their decisions and actions (Question 34);
- whether employees are held accountable for their decisions and actions (Questions 35, 36, and 37); and
- whether DoD personnel who violate the laws and regulations regarding post-Government employment restrictions will be investigated or subjected to adverse action (Question 20).

From responses to the five questions, ERC created a culture index. Survey participants who agreed or strongly agreed that employees were held accountable and that employees took responsibility for ethical behavior were rated as having a strong culture index.

For data analysis, ERC drew on the NBES results, public and private sector institutional benchmarks and best practices, and extensive ERC research over the years. Inclusion of NBES questions allowed ERC to compare the DoD program performance against national survey data.

Expected Program Outcomes

The ERC approach to program evaluation is outcomes-based, which means program effectiveness is ultimately determined by whether expected program outcomes are achieved as a result of specific program activities. ERC looked at the following seven generally accepted program outcomes that contribute to an effective program.

1. Employee awareness of the regulations
2. Employee understanding of the regulations
3. Compliance with the regulations
4. Ethical decision-making by employees
5. Willingness of employee to seek advice
6. Willingness of employee to report concerns
7. Satisfaction with management's response to reported concerns

⁴ The ERC has developed other indicators of organizational culture. Additional indicators would have added substantially to the length of the survey and were therefore not used here.

For the DoD survey, Appendix C, “Expected Program Outcomes,” expands this list to 10 expected outcomes. The summary table has additional outcomes because the questionnaire contains more than one question about some of the outcomes. For example, a respondent had to answer questions about personal understanding of the restrictions and beliefs about the understanding of other DoD personnel. The table also shows separately respondent’s beliefs about the use of ethics in decision-making by coworkers and supervisors, and whether the respondent believes someone violated restrictions.

The overall response rate for the survey was 35 percent—3,134 respondents of 9,044 DoD personnel who were invited to participate. The targeted population was the acquisition workforce personnel at and above GS-12 or equivalent military pay grade and all DoD senior officials. The ERC in consultation with DoD organized the population into three Pay Groups composed of military and civilian DoD personnel, as follows:

1. Pay Group I - GS 12 through 13/Military pay grades O-3 to O-4
2. Pay Group II - GS 14 through 15/Military pay grades O-5 to O-6
3. Pay Group III - Senior Executive Service members and Flag Officers

See Appendix A, “Scope and Methodology,” for description of universe, sample size, sample selections, and response rates.

Survey Results

Overview. The survey showed that respondents generally believed they understood the restrictions governing post-Government employment. However, respondents generally did not believe other DoD personnel understood, or always complied with, the restrictions. Approximately 620 of 3,134 respondents (20 percent) stated that they knew someone who they believed had violated the restrictions (Question 24). Only 159 respondents had reported the alleged violation (Question 25). Questions 26 (a through k) explored some of the reasons employees did not report violations. One of the common reasons for not reporting violations was an uncertainty that management would take corrective action.

A survey alone is insufficient to determine root causes of self-reported impressions. For example, lack of understanding of what constitutes a violation and why it is important to report an actual violation could have prevented a respondent from making a report. As employee understanding of the restrictions improves, the number of alleged violations might decline, reporting might increase, or other positive changes could occur.

Employee Encounters with Restrictions. To put survey results in perspective, we considered responses to Question 1, “About how often do you have to consider post-Government employment restrictions in your work?” All 3,134 respondents addressed Question 1. Figure 2 shows that over 40 percent of respondents in all pay groups rarely considered the post-Government employment restrictions. An evaluation of the DoD ethics program would include an evaluation of DoD training policies, procedures, and practices.

Affirmative Responses to Question 1 by Pay Groups

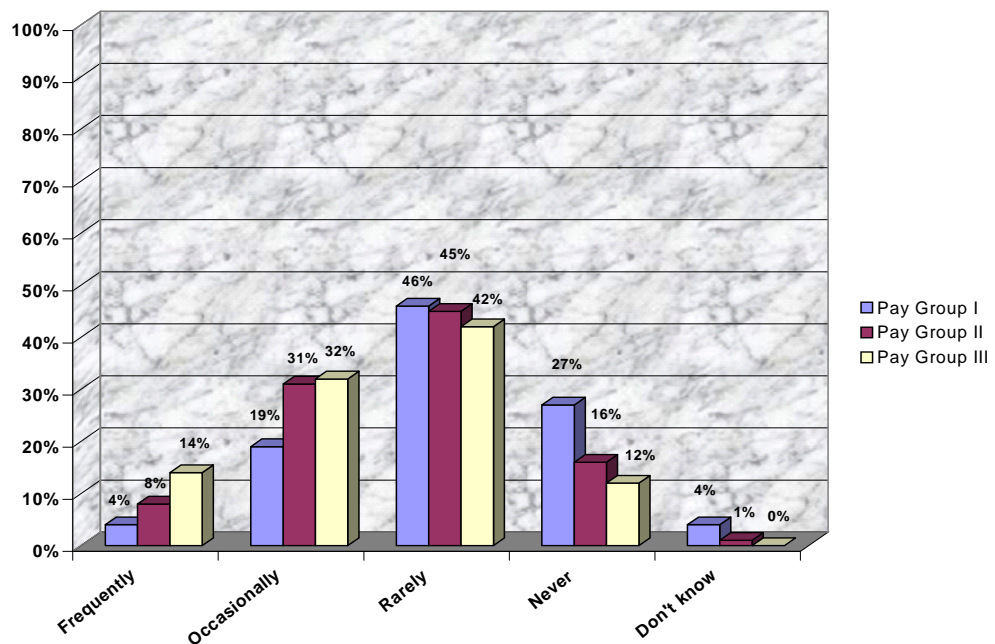


Figure 2. How often do you have to consider post-Government employment restrictions in your work? (Q.1)

Only 2,448 respondents answered Question 2, “Are these restrictions clear enough to guide you?” Figure 3 combines two responses, “not very clear” and “not clear at all,” that appeared to have little distinction. Figure 3 defines the combined responses as “unclear” and shows the other optional responses.

Affirmative Responses to Question 2 by Pay Groups

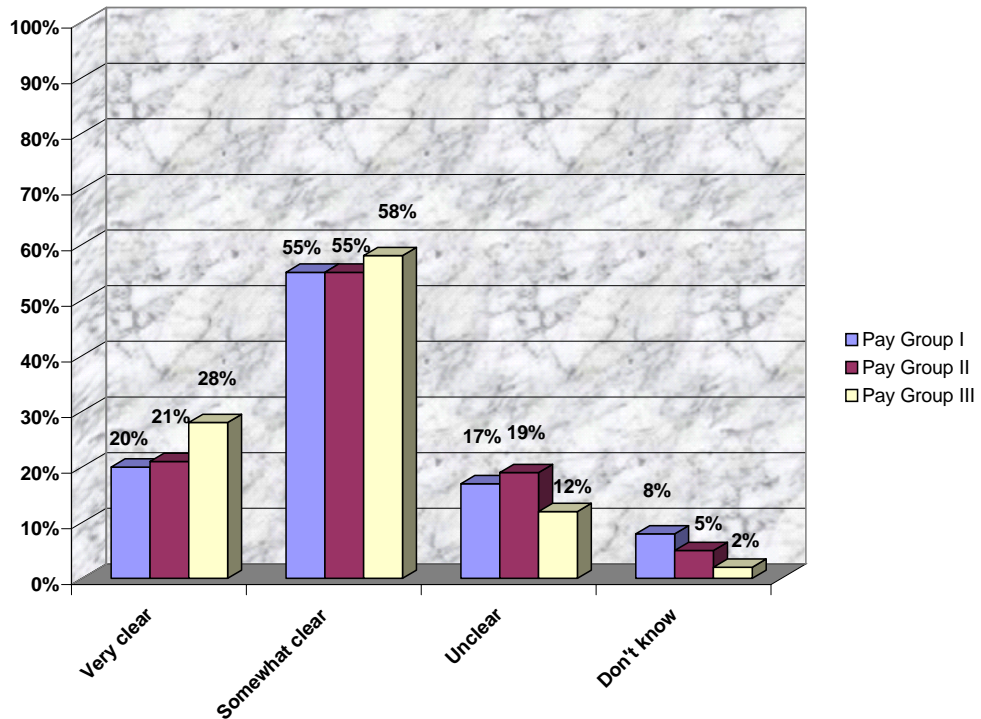


Figure 3. Are these restrictions clear enough to guide you? (Q.2)

More than 50 percent of respondents from all pay groups found the regulations merely “somewhat clear.” Only 28 percent of Pay Group III respondents found the regulations very clear. We compared Question 2 responses to those concerning personal understanding of the 10 restrictions shown in Figure 4 as discussed below.

Awareness and Understanding of Regulations

Of the 10 expected program outcomes listed in Appendix C, 3 concern employee awareness and understanding of key post-Government employment restrictions. Survey Questions 3 through 6 (see Appendix B) include subordinate questions that covered 10 specific restrictions—representational contacts (5 questions), procurement (3 questions) and job seeking (2 questions). The survey asked whether respondents generally understood the restrictions and whether they believed that other DoD personnel to whom the restrictions applied were generally aware of, and understood, the restrictions.

Figure 4 shows average percentages of positive responses to the 10 subordinate questions under Questions 3 through 6. The response rates for all pay groups were comparable and show that, although respondents were confident about their own knowledge and understanding of the restrictions, they had less confidence that other DoD personnel were aware of or understood the restrictions.

Averages of Affirmative Responses (Agree) by Pay Groups

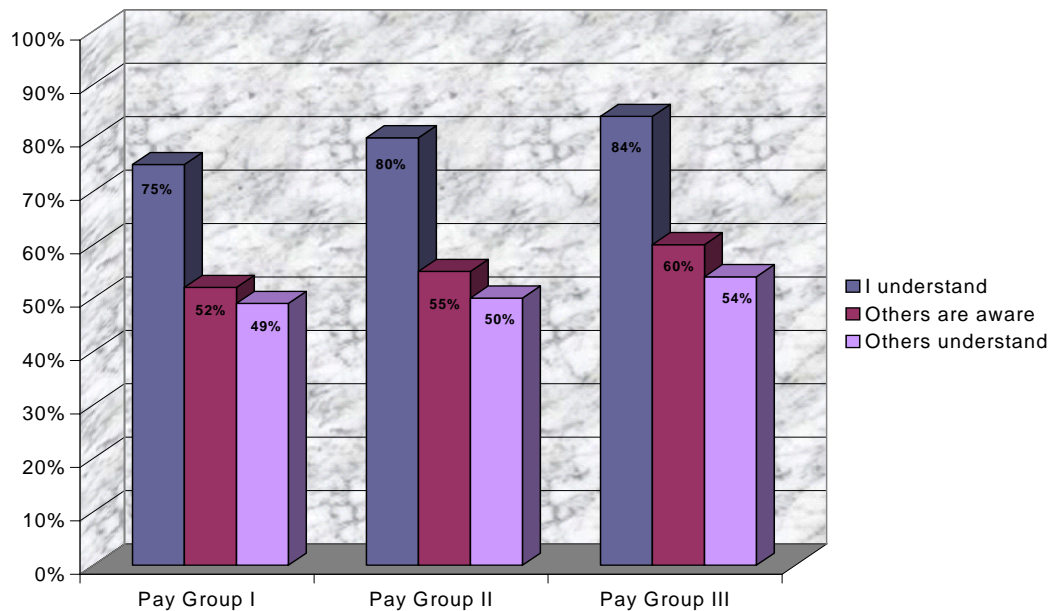


Figure 4: Responses to 10 questions concerning awareness and understanding of restrictions

Each of the 10 questions represented a restriction. Respondents could provide one of four possible answers: “Agree,” “Neither Agree nor Disagree,” “Disagree,” or “Don’t Know.” Respondents affirmed (Agree) the highest level of understanding on the two questions on job seeking, Question 4(a) “If a Government employee is negotiating employment with a company, he may not work on an official matter that will affect that company,” and Question 4(b), “A Government official may not use official time for job-hunting for a job outside of the Government.” The two questions had affirmative response rates of 90 percent or higher for all Pay Group respondents. The respondents understood they should not negotiate employment with a company while working on an official matter affecting that company, or use official time for job hunting. The 10 restrictions could probably be ranked from most to least damaging if violated. A risk assessment might show, for example, that looking for an outside job on Government time may not be as serious a violation as negotiating employment with a company while working on official matters with that company.

Figure 5 below shows that respondents were somewhat less familiar with the three questions on procurement restrictions—Questions 5, 6(a), and 6(b). Question 5, “There is a one-year ban against former Government employees who were involved in large procurements or administration of large contracts accepting compensation from the prime contractor,” appeared to be the best understood question by respondents from all three pay groups. Question 6(b), “DoD personnel must promptly report, in writing, to their supervisors and ethics officials, any employment contact with a bidder or offeror in a DoD procurement valued at more than \$100,000, even when they promptly reject the employment contact,” appeared somewhat less understood.

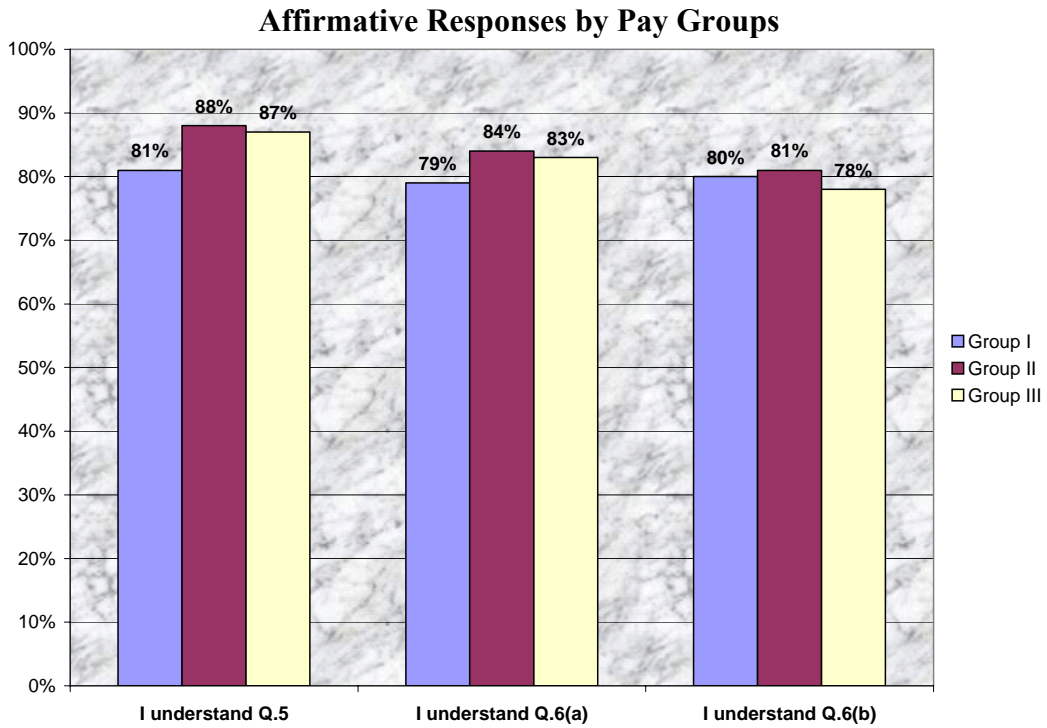


Figure 5. “Agree” responses to Questions 5, 6(a), and 6(b) on procurement restrictions

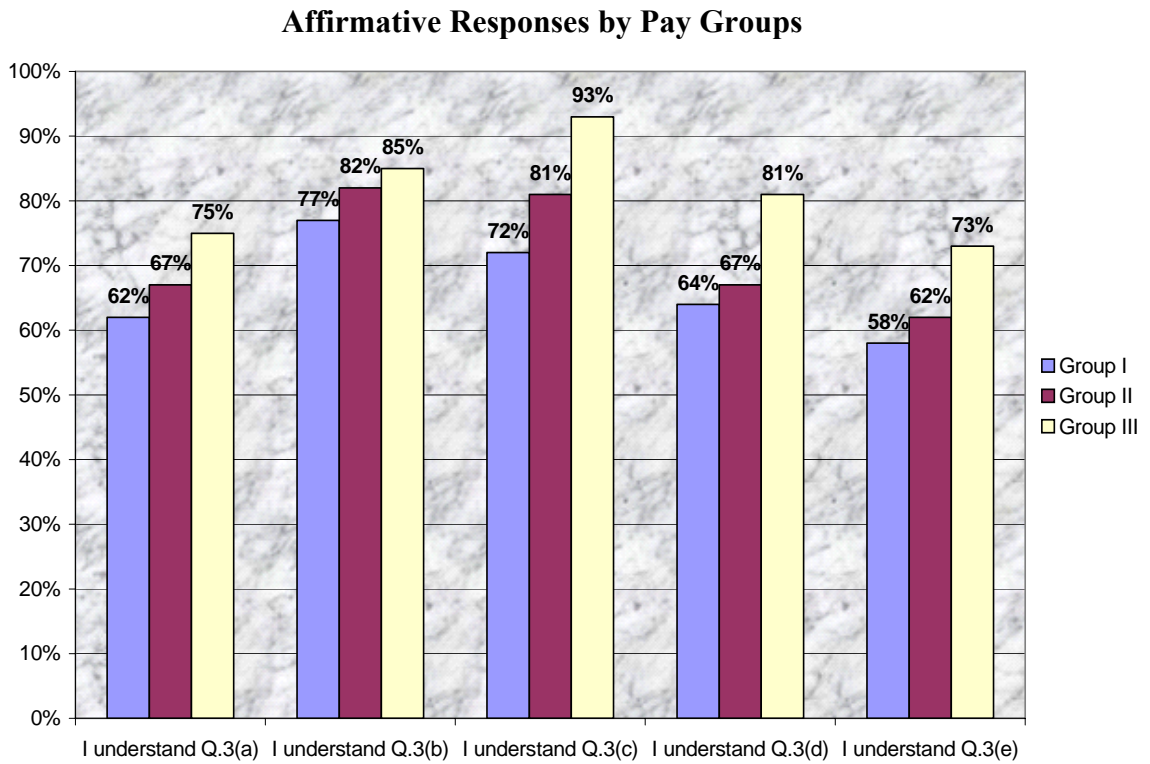


Figure 6. “Agree” responses to Questions 3(a-e) on restrictions concerning representational contacts

Figure 6 shows the affirmative response rates to five questions concerning representation. The answers to Questions 3 (a through e) differentiated more than the answers to the job hunting and procurement restrictions.

As indicated in responses to Question 3(c), the best understood rule on representation appeared to be the 1-year ban against former senior officials contacting employees of their former agency with the intent of influencing them. The least understood restriction concerned the 1-year ban against representing a foreign government before Congress, as reflected in response to Question 3(e). Only 73 percent of Pay Group III respondents reported they understood that rule.

We compared the high affirmative response rates on personal understanding in Figure 6 to the lower affirmative response rates shown in Figure 3 on whether restrictions are sufficiently clear to guide employees. This suggests that either the respondents overestimated their own understanding of the restrictions or merely recognized that the restrictions are complex and difficult to apply. In either case, additional training occurring before employees leave Federal service may be beneficial.

Compliance with Regulations

“Compliance with regulations” (Outcome 4) is one of 10 expected outcomes summarized in Appendix C, “Summary Table of Expected Outcomes.” Respondents were less likely to believe that former DoD personnel complied with post-Government employment restrictions than to believe employees were aware of and understood the restrictions.

Figure 7 shows the average positive response rates to 10 questions on whether respondents believed former DoD personnel complied with the restrictions.

Averages of Affirmative Responses (Agree) by Pay Groups

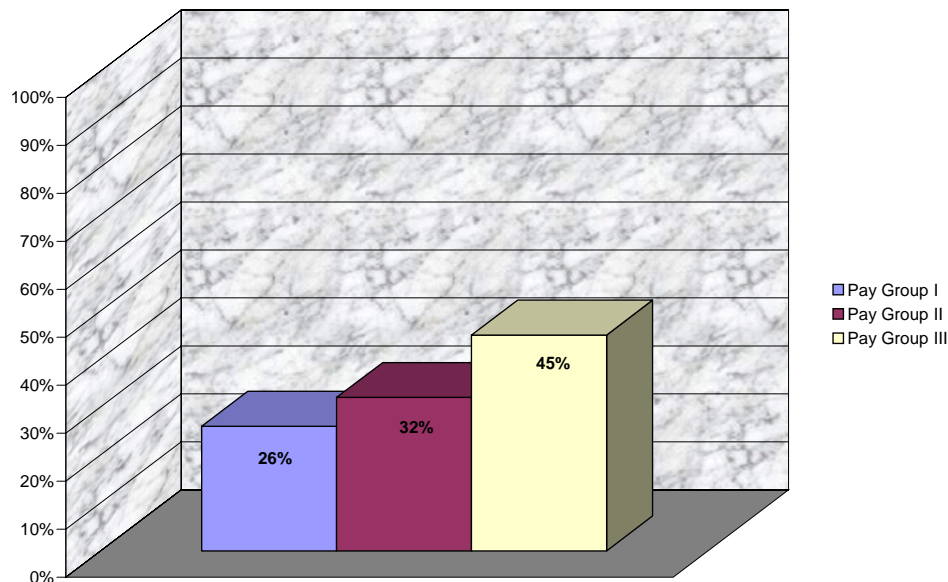


Figure 7. Responses to 10 questions concerning whether former DoD personnel generally complied with restrictions.

Many of the respondents replied that they “Did Not Know,” “Neither Agreed Nor Disagreed,” or “Disagreed” with a question on compliance. As discussed in Appendix A, “Scope and Methodology,” noncommittal responses to many of the questions is one of the inherent limitations of the survey.

Ethical Decision Making

Whether employees actually believe ethics is used in making workplace decisions is a significant indicator of ethics and compliance program effectiveness according to ERC research. Outcomes 5 and 6 in the summary table, Appendix C, relate to Questions 38 and 39 that address the use of ethics in decision making by co-workers and supervisors, respectively.

Figure 8 below shows the percentages of affirmative responses to Questions 38 and 39. Respondents from all three pay groups believed their immediate supervisors were somewhat more ethical in their decision making than their co-workers.

Affirmative Responses (Strongly Agree/Agree) by Pay Groups

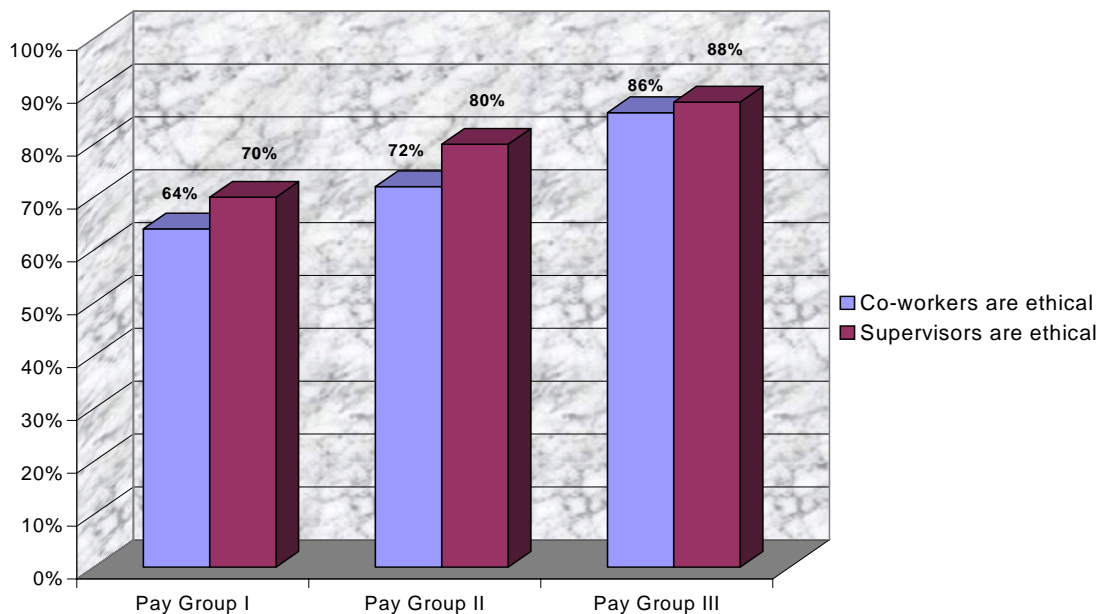


Figure 8. My coworkers/peers (Q. 38) and my supervisor (Q.39) carefully consider ethics when making work-related decisions.

Willingness to Seek Advice

Employee willingness to seek advice was one of the expected program outcomes that ERC identified. Figure 9 below shows that respondents were quite willing to seek advice, though many had not yet done so.

The survey also asked who the respondent would contact if needing advice. Question 21 (a through j) identified 10 alternative providers of ethics information, including coworker, immediate supervisor, component head, and ethics official.

Affirmative Responses (Strongly agree/Agree) by Pay Groups

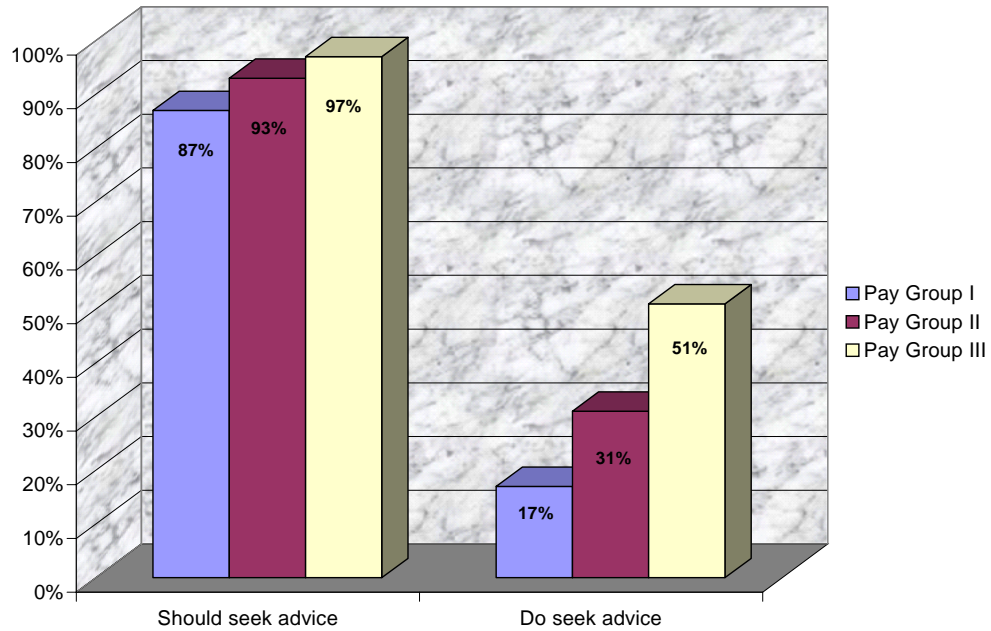


Figure 9. DoD personnel should seek advice (Q.22)/do seek advice (Q.23) about post-Government employment restrictions from ethics counselor.

Affirmative responses (Very likely/Likely) by Pay Groups

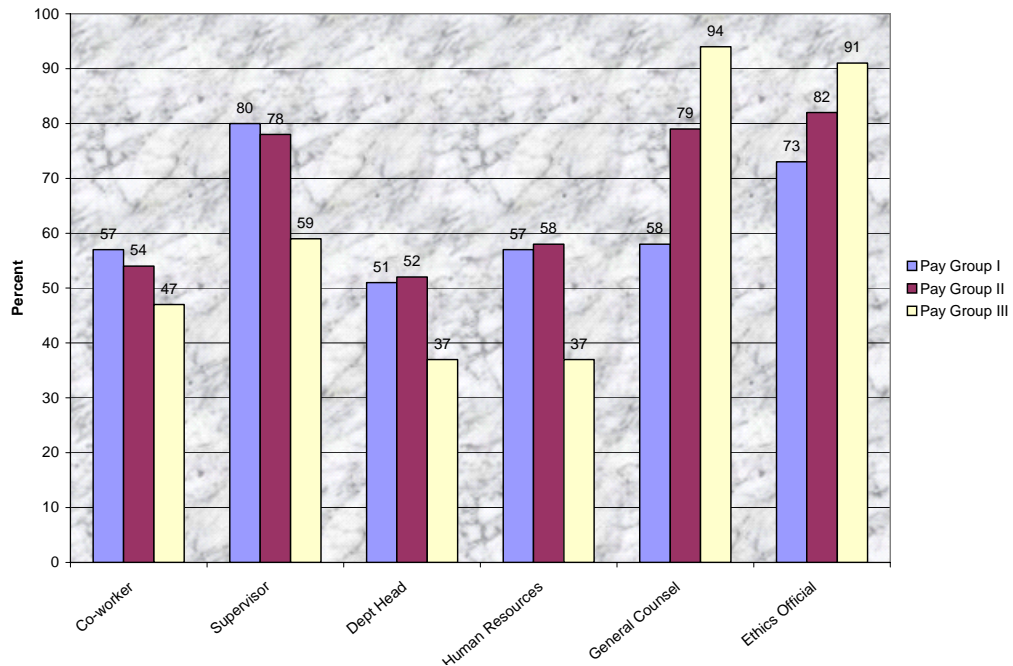


Figure10. Would you contact this person for advice? (Q.21 [a-e, i])

Figure 10 above shows the percentages of affirmative responses (Very Likely/Likely) to Questions 21 (a through e, i). We did not include four alternatives that respondents were least likely to seek advice from: a bargaining unit representative, unit manager, senior local manager, or senior manager outside the respondent's unit.

Pay Group I and II respondent willingness to turn to their immediate supervisors for advice on ethical questions may be related to the high positive response rates concerning ethical actions of supervisors shown in Figure 10 above. If supervisors are the first individuals employees turn to for ethics advice, supervisors might benefit from special training. Supervisors need to be able to recognize when to direct employees to the ethics officer or general counsel's office. We discussed supervisory training needs with the Director of SOCO, who stated he planned to address the area when planning future ethics training.

Willingness to Report Concerns

Another measure of program effectiveness is whether members of an organization are willing to report concerns. Outcomes 8 and 9 in the Appendix B summary table are related, respectively, to Question 24, “[D]o you know personally someone you believe has violated the restriction on post-Government employment,” and Question 25, “Did you report the behavior you observed that seemed to violate these restrictions?”

As shown in Figure 7, relatively few respondents believed that former DoD personnel generally complied with restrictions. Responses to 10 questions on compliance were only between 26 and 45 percent positive. Figure 11 shows that approximately 20 percent of 621 respondents to Question 24 also knew someone who they believed had violated the restrictions. However, few of those respondents actually reported the apparent violation, as shown in Figure 12.

Affirmative Responses (Yes) by Pay Groups

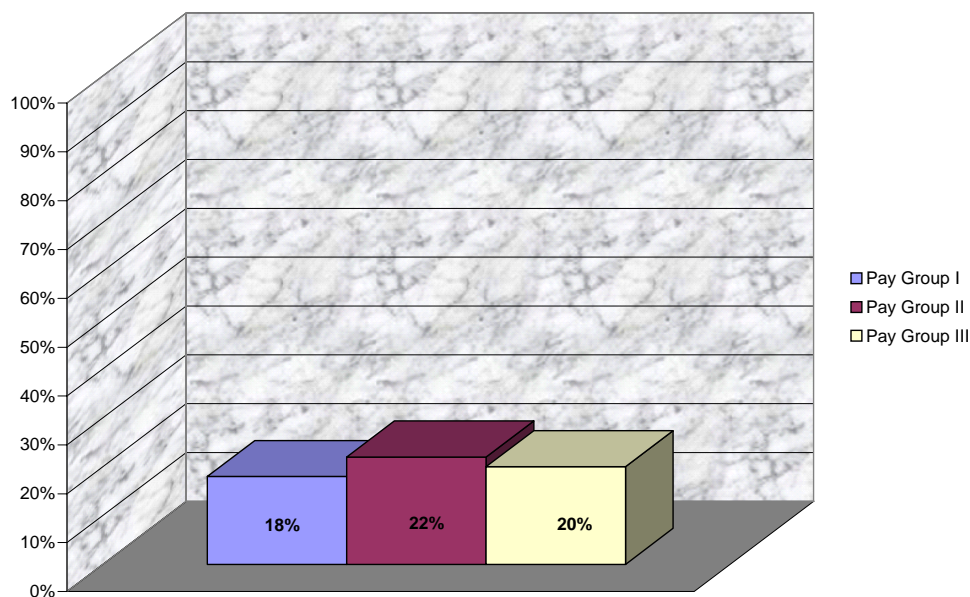


Figure 11. Do you know personally someone you believe has violated post-Government employment restrictions? (Q.24)

According to ERC, an effective ethics and compliance program would probably not use a 20-percent observed misconduct as an indicator of success. Presumably, the organizational goal is to have no violations of law or standards.

The survey did not ask what kind of misconduct respondents had observed. Knowing which of the restrictions are most likely to be violated could be useful for individuals who design ethics training. The Defense Hotline office receives allegations concerning misconduct and could potentially provide descriptive information concerning cases that could be used as illustrations in ethics training.

Positive Responses (Yes) by Pay Groups

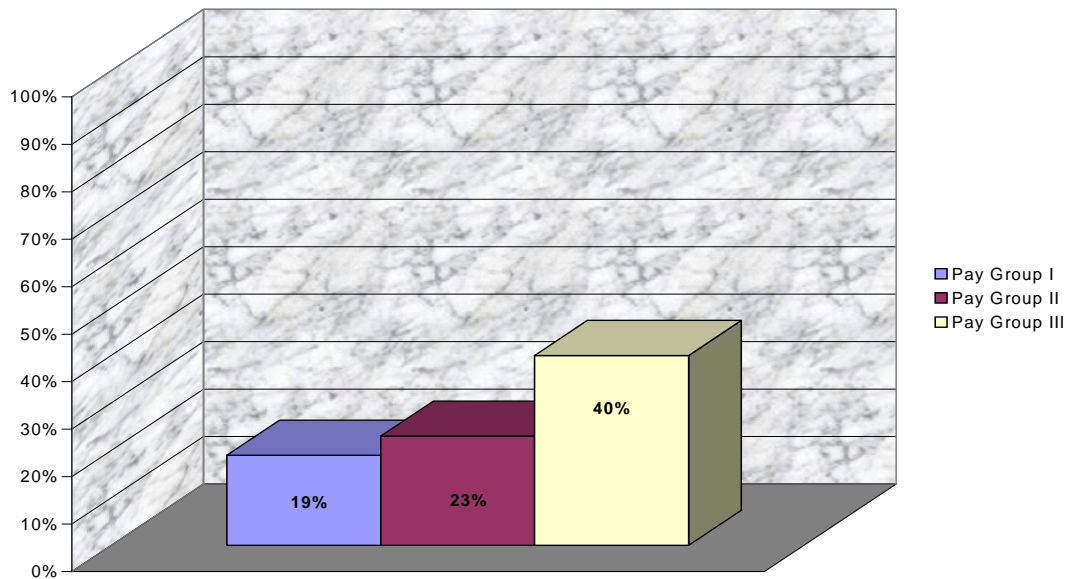


Figure 12. Did you report observed apparent violation? (Q.25)

Survey Question 26 addressed reasons for not reporting a violation. Figure 13 below shows most common responses to the following options under Questions 26(a through k):

- 26(a) – I did not believe it was my responsibility.
- 26(b) – I was not sure it was a problem.
- 26(d) – I did not believe corrective action would be taken.
- 26(e) – I did not know whom to contact.
- 26(f) – I feared retaliation by management.
- 26(h) – I did not believe I could report anonymously.
- 26(i) – I thought someone else would report it.
- 26(k) – None of the above.

Responses that totaled less than 10 percent were excluded from the graphic presentation.

Pay Group I respondents reported uncertainty whether a problem existed and high concern with anonymity and fear of retaliation. They also did not believe management would take corrective action. Although respondents of Pay Group II had similar concerns, they expressed even greater uncertainty than Pay Group I whether a problem existed. Twenty-five percent of Pay Group III respondents also reported uncertainty that a problem existed. However, Pay Group III most frequent response to Question 26(k) was “None of the Above.”

Uncertainty about whether a problem existed could relate to responses shown in Figure 3 concerning whether respondents considered restrictions to be clear. However, more information concerning any perceived violations would be necessary to determine which instructions need to be clarified or emphasized in training.

Positive Responses (Yes) by Pay Groups

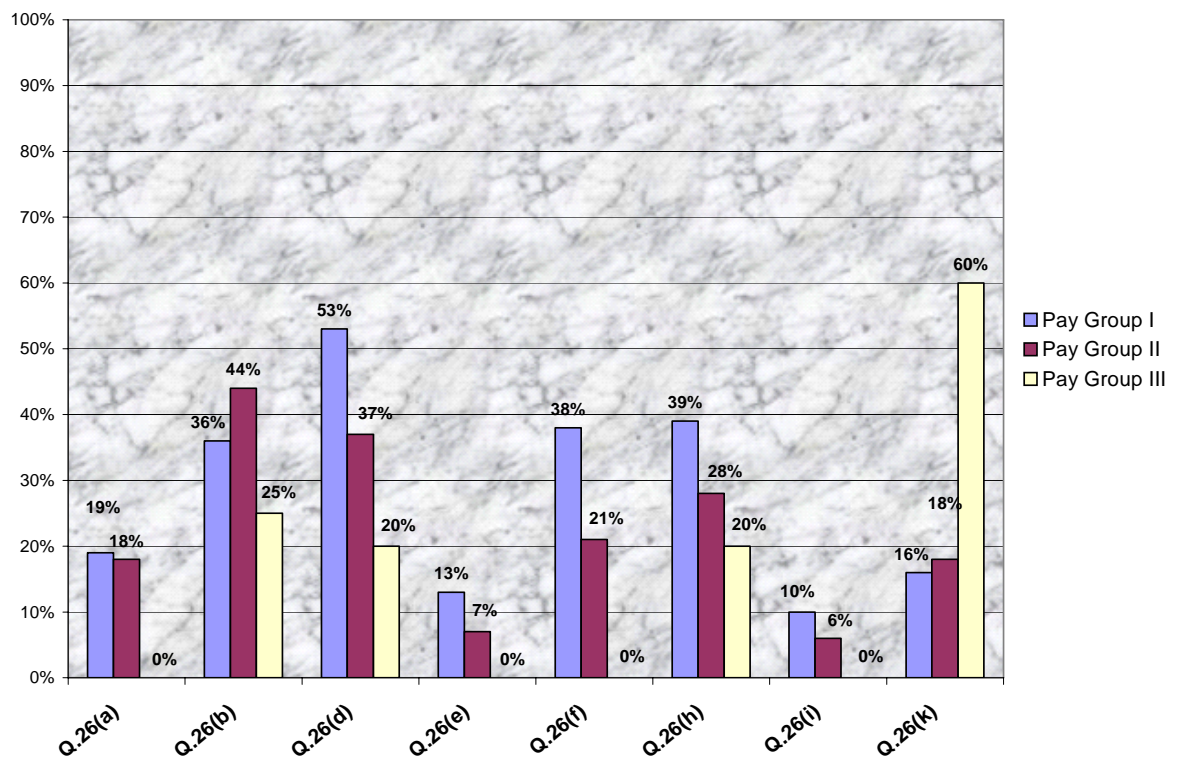


Figure 13. Reasons for not reporting a perceived violation (Q.26 [a through k])

Satisfaction with Management’s Response to Reported Concerns

Actions taken on reported matters in the past could have significant impact on whether to report a concern in the future. The 159 respondents to Question 28, “What helped you decide to report the behavior you observed?” also responded to Questions 30 and 31. Figure 14 shows responses (Yes/No/Don’t Know) to Question 30 concerning actions taken on persons who had violated a restriction on post-Government employment. Figure 15 shows responses to Question 31 regarding satisfaction with DoD response to reported behavior.

Responses by Pay Groups

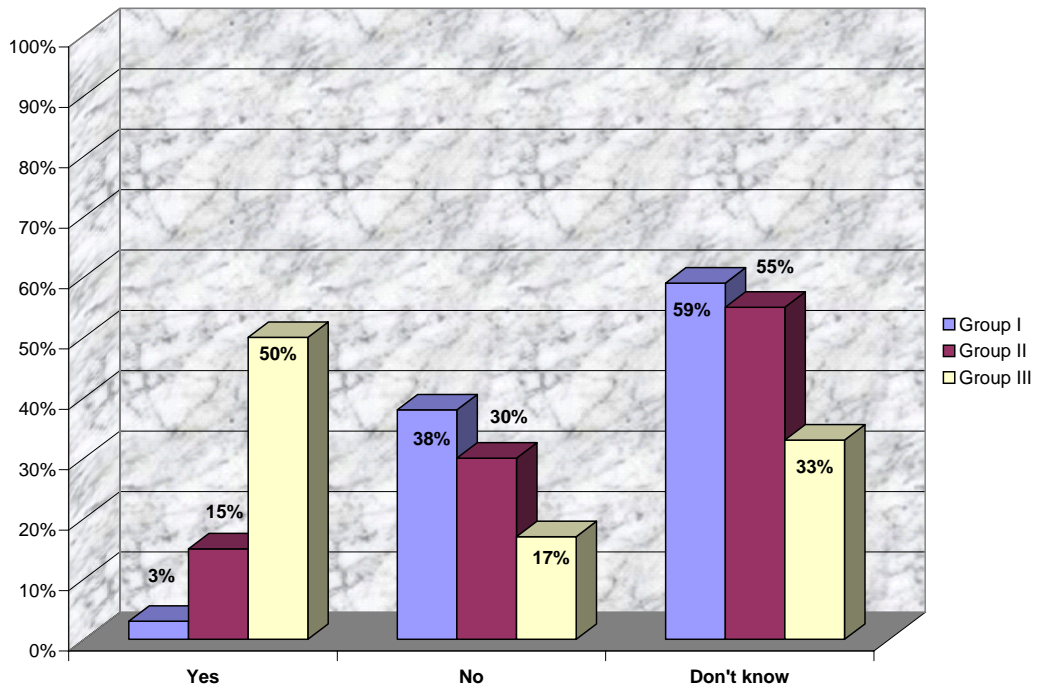


Figure 14. Was the person who violated the restrictions investigated or subject to adverse action? (Q.30)

Percent respondents by Pay Groups who were Very Satisfied/Satisfied

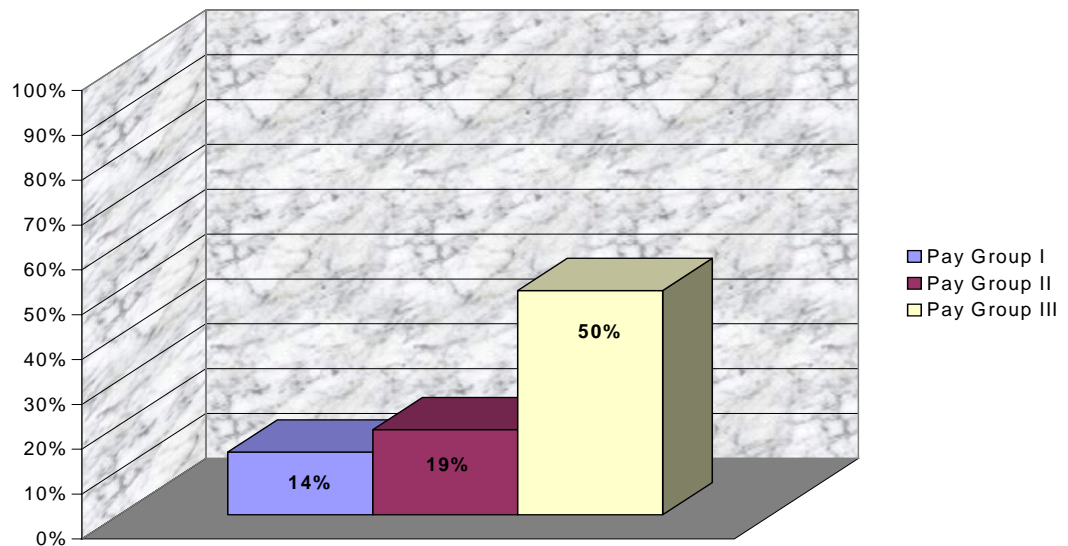


Figure 15. How satisfied were you with DoD response to your report? (Q.31)

More than 50 percent of Pay Groups I and II respondents answered they did not know whether the person who violated the restrictions had been subject to adverse action. We were not able to determine as part of this survey, the reason why the referring individual had no knowledge of actions taken on the referral. However, management may have been unable to provide information that was protected under the Privacy Act. Pay Group III respondents were most likely to know the actions DoD took and to be satisfied with DoD response to reported allegations. Pay Group III affirmative response rates were 50 percent to both questions. Therefore, senior officials might obtain information not shared with other employees.

Summary

The ERC Report recommends that DoD design and implement an ethics program in accordance with benchmarks for effective programs as identified in the FSGO issued by the U.S. Sentencing Commission. The Commission is an independent agency in the judicial branch of Government that serves as an information resource for Congress, the executive branch, the courts, and the public.

We concluded that the survey respondents recognized the complexity of the restrictions and may have overstated their personal understanding of them. In either case, focused training occurring before employees leave Federal service may be warranted. An evaluation of the DoD ethics program could validate the ERC findings concerning program outcomes, formal program elements, and organizational culture and identify root causes. We will consider the ERC Report recommendations should we schedule a future evaluation of the DoD ethics program.

The survey results and recommendations in this report support the secondary objectives concerning the need to educate employees about key aspects of the program training and to communicate the importance of ethics in the Government. To facilitate education and communication, we will post this report and the attached survey tables on our Web site under ethics survey.

Expected Program Outcomes. Survey responses provided self-reported impressions concerning expected program outcomes. Respondents believed they well understood the post-Government employment restrictions. However, they also generally believed the restrictions were only “somewhat clear.” Therefore, additional training and guidance may improve understanding. Responses concerning observed, but not reported, violations of the restrictions could also mean that a respondent was uncertain whether a violation had actually occurred. For those who reported a perceived violation, dissatisfaction with management action, or lack of action, their perceptions could be improved with better management feedback mechanisms. Of the 159 who reported a violation, 49 respondents were dissatisfied with DoD responses to reported violations and 65 respondents were noncommittal. Only 47 answered Questions 32(a through f) on why they were dissatisfied. Accordingly, the most common response by all Pay Groups was that management did not respond, Question 32(a). Pay Groups I and II also implied in Question 32(b) that such issues were covered up.

Formal Program Elements. The ERC Report concluded that formal program elements, especially setting standards and training on post-Government employment restrictions, appeared to be well received and relatively effective for the DoD personnel it reaches. Question 28 asked respondents, “What helped you decide to report the behavior you observed?” Of those respondents, 60 percent or more identified ethics training as the deciding factor. Yet, although approximately 95 percent of respondents had worked in

the Federal Government for more than 5 years, many had not received training on post-Government employment restrictions. For example, only 73 percent of Pay Group III respondents and 69 percent of Pay Group II respondents answered that they had participated in such training (Question 8). The lack of training for so many long-tenured employees in the acquisition workforce and senior officials is an indicator that all program elements may not be in place.

The training should build confidence in employees that they can report their concerns discretely and that management will respond appropriately.

Organizational Culture. The ERC Report commented on the importance of organizational culture to support an effective ethics program. They developed a cultural index based on responses to five questions (Questions 20, and 34 through 37) related to the accountability of personnel for promoting compliance with the regulations. We refer to Part II of the report for details of responses to those questions.

The ERC compared favorable responses to the five questions on accountability to responses to questions on training to determine whether response rates differed. Accordingly, respondents with a strong culture index reported equal or more often greater outcomes than those with a weak ranking. However, those with a strong culture ranking did not automatically know how to behave. They responded “Do Not Know” at levels nearly the same as those who did not have a strong culture. Those who participated in training responded “Do Not Know” at levels lower than those with a strong culture rank. The implication is that a strong ethical culture is a good but intangible thing. A strong culture requires the support of formal program elements, such as training, that inform individuals how to behave.

Attending training, finding training useful, and having a strong culture are all factors that influence a positive outcome. However, none of those three variables influences awareness and understanding to a greater degree than any of the other factors. Generally though, a *strong culture* influences outcomes more positively than the *training useful* factor, which influences outcomes more positively than the *attended training* factor.

Recommendations

We recommend that the Director, Standards of Conduct Office, DoD:

1. Periodically assess senior officials and acquisition workforce on their awareness and knowledge of key restrictions with the post-Government Employment Survey questionnaire;
2. Assess the inherent risk of each of the key restrictions identified in the survey questionnaire. Emphasize training on restrictions that involve the greatest risk if an employee violates that restriction.
3. Develop and provide additional training for supervisors to assist them in handling their roles as mentors to DoD members.

Management Comments

On behalf of the General Counsel, DoD, the Director for the Standards of Conduct Office concurred with the above recommendations. The full text of the response is included in the Management Comments section of this report.

The Director also recommended that the DoD Inspector General, to the maximum extent possible, notify employees who have reported concerns that their reports have been acted upon and periodically provide information on the results of actions taken. We solicited comments from the DoD Hotline office on the feasibility of providing status information on reports of alleged violations. Management responded that they support the development of a management information system for the Hotline. However, fiscal restraints have precluded the development of such a system to date.

Appendix A. Scope and Methodology

Survey Administration. DoD IG announced the survey (Appendix D), provided lists of participant names to ERC, and coordinated with ERC on sample sizes. The ERC sent out the invitation (Appendix E) to those selected to participate, administered the survey online, and retained the information on respondents. Respondents were assured that their individual responses to all survey questions would be held in confidence, that all identifiers would be removed from the data, and that only aggregate survey results would be reported to DoD IG.

The survey contained 48 questions, of which 6 were demographic (Appendix B). The ERC posted the survey online between November 21, 2005, and December 16, 2005, and sent invitations to the DoD personnel selected to participate in the survey.

Use of Computer-Processed Data. We relied on data that the Defense Management Data Center provided to identify personnel in the acquisition workforce and all senior officials. Although we did not perform a formal reliability assessment of the computer-processed data, we determined that the personnel rosters accurately identified people in those two groups. We did not find errors that would preclude the use of Defense Management Data Center to meet the evaluation objective or to change report conclusions.

Universe and Samples. The Defense Manpower Data Center provided information on the targeted population—the acquisition workforce employees at and above the GS-12 level and all DoD senior officials. The results were organized into three Pay Groups of military and civilian DoD personnel. Table 1 below shows the size of the population in each stratum, sample sizes, respondents by pay grades, and the response rates.

Sampling Methodology. The ERC developed two stratified random samples from the acquisition workforce data. All DoD senior officials were sampled. We have not projected the random sample results over the populations of senior officials and the acquisition workforce. The discussion of survey results addresses only the 3,134 respondents to the survey. Sampling results were organized into three Pay Groups composed of military and civilian DoD personnel, as follows:

Table A—1. Sample Size and Response Rates.

Pay Group	Population	Sample Size (n)	Respondents (r)	Response rate (r/n)
Pay Group I	61,116	3,497	1,273	36%
Pay Group II	21,094	3,497	1,074	31%
Pay Group III	2,050	2,050	739	36%
Other			48	
Totals	84,260	9,044	3,134	35%

To protect the identities of respondents, the ERC retained information on service affiliation. However, of the 82,210 members (61,116 plus 21,094) of the acquisition

workforce population, 76,311 (92.8 percent,) were civilians. The remaining personnel, 5,899 (7.2 percent), were military.

Pay Group “Other” resulted from responses to Question 45, “What is your pay grade?” The identities of respondents were protected. Therefore, we have insufficient information to correct any error in self-identification. In part, the responses could be the result of an error in Question 45 discussed under “Limitations of the Report.” For simplicity, we omitted discussion of responses from the category “other” from the figures in this report. Part II of the ERC Report contains tables of all responses to all individual questions, including those from “other” respondents.

Demographic Questions. The DoD survey asked six demographic questions concerning:

- tenure at DoD
- financial disclosure responsibilities
- pay grade
- service affiliation
- whether the respondent supervised or managed other people
- work location relative to the Washington, D.C., metropolitan area

The values on the pie chart represent the actual number of responders as percentages of total number of respondents, 3,134. Of the 3,134 respondents, 91 percent answered they had worked for the Federal Government 11 or more years. None had worked less than 1 year.

Years of Government Service as Percent of All Respondents

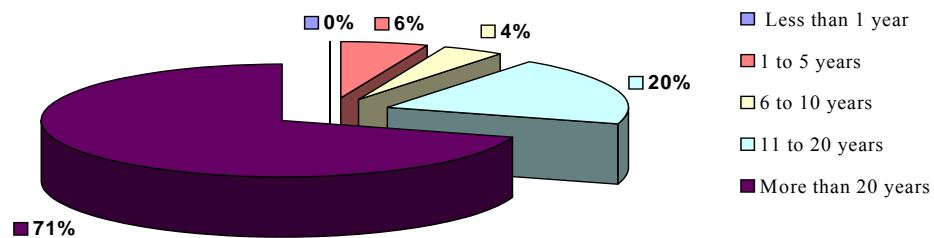


Figure 16. How long have you worked for the Federal Government? (Q. 43)

Financial Reporting. For Pay Group III respondents, 88 percent of Senior Executives and Flag Officers filed a Public Financial Disclosure Report (SF 278) and 12 percent filed a Confidential Disclosure Report (OGE Form 450, 450A, or an agency-specific

alternative). Eighty percent of Group II respondents, and 52 percent of Group I respondents filed a Confidential Report.

Supervisory/Non-supervisory status. Of the 3,127 respondents who answered Question 48, 1,581, approximately 50 percent, stated that they held a supervisory position.

Number of Supervisory Respondents by Pay Groups

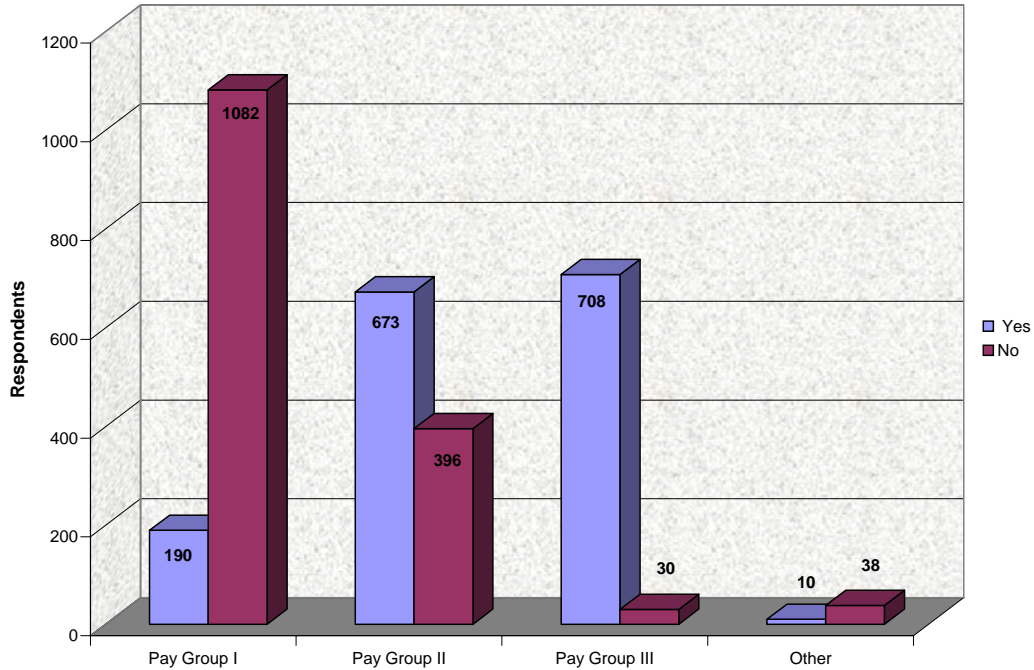


Figure 17. Do you hold a supervisory position? (Q.48)

Limitations of the Report

Self-reporting Method. The major limitation of the survey method is that it relies on a self-report method of data collection. Intentional deception, poor memory, or misunderstanding a question can contribute to inaccuracies in data. The method is descriptive, not explanatory, and cannot offer insights into cause-and-effect relationships. The ERC applied their corporate experience and research expertise to interpret the data and offer conclusions.

Respondents may also have given socially desirable answers or failed to share negative/critical information about themselves or their organization. While all surveys are subject to these limitations, ERC took precautions to reduce them. The solicitation messages and the survey instructions also clarified that ERC would keep all employee responses in strict confidence.

Error in Survey Questionnaire. Question 45, “What is your pay grade?” included an overlap. Military Pay Group O-5 was identified for both Pay Grades I and II. See Appendix B, Survey Questionnaire. The intended response to Question 48(a) should have read “Military Pay Group O-3 to O-4.” Some individuals, not seeing their Grade O-3, may have identified themselves as “other.” However, the significance of this is limited as only 48 individuals were identified in that category. Another possibility is that some

Grade O-5 individuals were classified as Pay Group I individuals when the intent was to classify them as Pay Group II. The database does not contain information to determine how many individuals, if any, were misclassified. In either case, the risk appears limited because of the comparatively small participation, 7.2 percent, of military in the acquisition workforce.

Some Respondents Did Not Answer All Questions. ERC excluded 215 submitted surveys because only two questions were answered. The 215 surveys are excluded from the analysis of 3,134 respondents. Another 117 respondents did not complete the entire survey. The number of people who responded to each question is identified in Part II of the report, “Survey Response Tables.”

Respondents were allowed to refuse to answer demographic questions. Therefore, the total number of respondents displayed in a table by demographic, such as tenure, may not add up to the total number of respondents answering a given question.

Insufficient Data to Address Service Affiliation. The ERC report did not address demography of service affiliation. As a matter of policy, ERC does not run cross-tabulations where fewer than 20 respondents could compose the subpopulation. Under some circumstances, a Service with fewer respondents, such as the U.S. Marine Corps, could be a subpopulation smaller than 20.

Rounding Convention. A percentage total of a response may exceed or be less than 100 percent. The ERC followed a convention of rounding up any number .5 or above and rounding down any number .4 or below. For example, responses of .5 percent “yes” and 99.5 percent “no” could add up to 101 percent.

Target Population. The attached “Survey Response Tables” include Target Population percentages that are not used in this report. Those percentages aggregate the results of the responses from the three individual pay groups plus the “Other” category with only 48 respondents. We did not combine the responses because the population in each pay group represents a different level of management experience. Therefore, we do not recommend using Target Population percentages for management decisions.

Prior Coverage

GAO Report No. GAO-05-341, “Defense Ethics Program: Opportunities Exist to Strengthen Safeguards for Procurement Integrity,” April 2005

Appendix B. Survey Questionnaire

WELCOME TO THE DEPARTMENT OF DEFENSE (DoD) POST-GOVERNMENT EMPLOYMENT SURVEY!

CAN YOU AFFORD 25 MINUTES TODAY IF IT MAY SAVE YOU HOURS IN THE FUTURE (AND MAY EVEN HELP YOU WHEN YOU DECIDE TO LEAVE DoD?)

This survey will help us to gauge the attitudes and understanding by DoD personnel about the restrictions that may apply to them after they leave Federal service. The Department hopes to use this information to improve the knowledge and education of DoD personnel, so that they do not knowingly or unknowingly violate the law.

This survey is administered by the Ethics Resource Center (ERC), an independent, non-profit organization. We have been active in the field of organizational ethics since 1978, and it has helped many organizations, including major defense contractors, evaluate their ethics and compliance programs.

The ERC will treat all survey responses as confidential. Each individual survey response will be combined with other responses, so that no response can be traced to individual DoD personnel.

The user name and pass code used to take this survey will be permanently deleted before the data are analyzed by the ERC. We will then analyze the data and report our findings to the Department, after taking steps to ensure that no response can be traced to any individual. No person outside of the ERC, including DoD personnel, will have access to your individual responses.

We at the ERC appreciate your willingness to participate in this survey. To continue, please click next to read the instructions.

Please click NEXT to continue to INSTRUCTIONS.

Note: We retained the text format used for the questionnaire posted on the Internet.

INSTRUCTIONS FOR POST-GOVERNMENT EMPLOYMENT SURVEY

To answer a question, click on your preferred response. A black mark will appear next to your choice.

If at any time you need to exit the survey, you may do so by closing your browser. To revisit the survey at a later time, go to the same survey URL address and re-enter the username and password you have been provided. You will arrive automatically at the question you were last about to answer when you exited the survey.

You may notice while taking the survey that you will sometimes skip numbered questions. This is not a problem with the survey itself. Certain responses result in the survey automatically skipping to later questions that logically follow your answers. We leave the questions numbered to aid you in communicating with us should you experience problems with a particular question as you complete the survey.

When you have completed the survey, click **SUBMIT YOUR RESPONSES**.

You should be able to complete the survey within 25 minutes.

If you would like to read some of the Frequently Asked Questions (FAQ) that survey participants typically encounter, please click on FAQ at the bottom of the page. You can also access the FAQ while you are answering the survey questions by clicking FAQ on the top of the survey page.

If you are ready to take the survey, please click on **NEXT** at the bottom of this page to proceed.

Post-Government Employment Survey

Please select the best response for each question based upon your experiences, opinions, or perceptions.

Q.1 About how often do you have to consider post-Government employment restrictions in your work?

- Frequently
- Occasionally
- Rarely
- Never [SKIP to Q.3]
- I did not know there were such restrictions [SKIP to Q.3]

Q.2 Are these restrictions clear enough to guide you?

- Very clear
- Somewhat clear
- Not very clear
- Not clear at all
- Do not know

EXPLANATORY TEXT:

The following series of statements relate to how much you believe Department of Defense (DoD) personnel, and former DoD personnel, know, understand, and comply with the current restrictions on post-Government employment.

In statements that follow, 'representational contact' means a former Government employee "trying to influence any Federal agency or court, by communications or appearances on behalf of someone other than him or herself or the United States, on a matter that has parties (Examples: contract, grant, or lawsuit)."

Q.3 In the left-hand column of the table below, there is a series of specific provisions of the post-Government employment restrictions. For each specific provision, we will be asking about your understanding and that of DoD personnel in general.

Please indicate in the columns opposite each provision, whether you “agree”, “neither agree nor disagree”, or “disagree” with the following statements: (1) you generally understand the provision, (2) DoD personnel to whom it applies are generally *aware* of the provision, (3) DoD personnel to whom it applies generally *understand* the provision, and (4) *former* DoD personnel to whom it applies generally *comply* with the provision.

Specific provisions of post-Government employment restrictions:	(1) I generally understand the provision	(2) DoD Personnel are generally aware of the provision	(3) DoD Personnel generally understand the provision	(4) Former DoD Personnel generally comply with the provision
(a) There is a lifetime ban against a former Government employee making representational contacts [insert hyperlink] on a matter, if he or she worked on that matter as a Government employee.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know
(b) There is a two-year ban against a former Government employee making representational contacts [insert hyperlink] on a matter, if he or she had official responsibility for the matter during his or her last year of service, even if he or she did not personally participate in it.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know
(c) There is a one-year ban against former Government employees who were “senior employees” (generals, admirals, and most SES members) from making representational contacts [insert hyperlink] to employees of their former agency with the intent to influence them in connection with official action.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know

Specific provisions of post-Government employment restrictions:	(1) I generally understand the provision	(2) DoD Personnel are generally aware of the provision	(3) DoD Personnel generally understand the provision	(4) Former DoD Personnel generally comply with the provision
(d) There is a one-year ban against former senior Government employees representing, aiding, or advising a foreign government or foreign political party, with an intent to influence any officer or employee of a department or agency.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know
(e) There is a one-year ban against former senior Government employees representing a foreign government or foreign political party before Congress.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know

Q.4 In the left-hand column of the table below, there are two specific provisions of the post-Government employment restrictions. For each specific provision, we will be asking about your understanding of the provision and that of DoD personnel in general.

Please indicate in the columns opposite each provision, whether you “agree”, “neither agree nor disagree”, or “disagree” with the following statements: (1) you generally understand the provision, (2) DoD personnel to whom it applies are generally *aware* of the provision, (3) DoD personnel to whom it applies generally *understand* the provision, and (4) DoD personnel to whom it applies generally *comply* with the provision.

Specific provisions of post-Government employment restrictions:	(1) I generally understand the provision	(2) DoD Personnel are generally aware of the provision	(3) DoD Personnel generally understand the provision	(4) DoD Personnel generally comply with the provision
(a) If a Government employee is negotiating employment with a company, he may not work on an official matter that will affect that company.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know
(b) A Government employee may not use official time for job-hunting for a job outside of the Government.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know

In the statement that follows, when we use the term “large” in referring to a procurement or contract, we mean a procurement or contract in excess of \$10 million.

Q.5 In the left-hand column of the table below, there is a specific provision of the post-Government employment restrictions. We will be asking about your understanding of this provision and that of DoD personnel in general.

Please indicate in the columns opposite the provision, whether you “agree”, “neither agree nor disagree”, or “disagree” with the following statements: (1) you generally understand the provision, (2) DoD personnel to whom it applies are generally *aware* of the provision, (3) DoD personnel to whom it applies generally *understand* the provision, and (4) DoD personnel to whom it applies generally *comply* with the provision.

Specific provisions of post-Government employment restrictions:	(1) I generally understand the provision	(2) DoD Personnel are generally aware of the provision	(3) DoD Personnel generally understand the provision	(4) DoD Personnel generally comply with the provision
There is a one-year ban against former Government employees who were involved in large procurements or in administration of large contracts accepting compensation from the prime contractor of that contract or procurement.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know

Q.6 In the left-hand column of the table below, there are two specific provisions of the post-Government employment restrictions. For each specific provision, we will be asking about your understanding of the provision and that of DoD personnel in general.

Please indicate in the columns opposite each provision, whether you agree, neither agree nor disagree, or disagree with the following statements: (1) you generally understand the provision, (2) DoD personnel to whom it applies are generally *aware* of the provision, (3) DoD personnel to whom it applies generally *understand* the provision, and (4) DoD personnel to whom it applies generally *comply* with the provision.

Specific provisions of post-Government employment restrictions:	(1) I generally understand the provision	(2) DoD Personnel are generally aware of the provision	(3) DoD Personnel generally understand the provision	(4) DoD Personnel generally comply with the provision
(a) DoD personnel may not participate personally and substantially in a DoD procurement valued at more than \$100,000 when seeking employment with a bidder or offeror.	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Do not know
(b) DoD personnel must promptly report, in writing, to their supervisors and ethics officials, any employment contact with a	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree	<input type="checkbox"/> Agree <input type="checkbox"/> Neither agree nor disagree

Specific provisions of post-Government employment restrictions:	(1) I generally understand the provision	(2) DoD Personnel are generally aware of the provision	(3) DoD Personnel generally understand the provision	(4) DoD Personnel generally comply with the provision
bidder or offeror in a DoD procurement valued at more than \$100,000, even when they promptly reject the employment contact.	<input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Disagree <input type="checkbox"/> Do not know	<input type="checkbox"/> Disagree <input type="checkbox"/> Do not know

Q.7 For each of the following, would you describe the post-Government employment restrictions as:

	Yes	No	Do not know
(a) Relevant to my position	()	()	()
(b) Easy to understand	()	()	()
(c) Concise; to the point	()	()	()
(d) Giving good examples	()	()	()
(e) Providing valuable guidance	()	()	()
(e) Effective means of ensuring the integrity of Government decision-making	()	()	()
(f) Insufficient to ensure the integrity of Government decision-making	()	()	()
(g) Overly restrictive means of ensuring the integrity of Government decision-making	()	()	()

EXPLANATORY TEXT:

Please answer the following several questions about how the post-Government employment restrictions are communicated to DoD personnel:

Q.8 Have you participated in training about post-Government employment restrictions?

- Yes
- No [SKIP to Q.19]
- Do not know [SKIP to Q.19]

Q.9 How useful have you found the training on post-Government employment restrictions to be in guiding your decisions and conduct at work? Would you say the training was very useful, somewhat useful, or not very useful?

- Very useful
- Somewhat useful
- Not very useful
- Have not yet been through the training
- Do not know

Q.10 About how often does your organization offer training on post-Government employment restrictions?

- Twice a year
- Once a year
- Once every two years
- Once every three years
- Less frequently than every three years
- Do not know

Q.11 How long was the training program on post-Government employment restrictions that you most recently participated in?

- Two hours or more
- More than one but less than two hours.
- More than thirty minutes but less than one hour.
- Less than 30 minutes
- Do not know

Q.12 Was the training program led by an instructor or was it self-directed?

- Instructor-led
- Self-directed [SKIP to Q.15]
- Do not know [SKIP to Q.16]

Q.13 Was the instructor(s) someone who worked in your agency, or was the instructor(s) brought in from outside of your agency?

- From inside of my agency
- From outside of my agency [SKIP to Q.16]
- Do not know [SKIP to Q.16]

Q.14 Was the main instructor a Human Resources officer, an individual who specializes in ethics or compliance issues, your direct supervisor, a higher-level supervisor, or someone else?

- Human Resources officer
- An individual who specializes in ethics or compliance issues
- My direct supervisor
- Higher-level supervisor
- Someone else
- Do not know

[Skip to Q.16 regardless of answer given above]

Q.15 Was the self-directed training on-line or did you use written program materials?

- On-line
- Written materials
- Other

Q.16 Did the training involve role-playing, in which you acted out/or addressed various workplace scenarios?

- Yes
- No
- Do not know

Q. 17 Did the training involve case studies, for example, discussions/or exchanges regarding real-world situations?

- Yes
- No
- Do not know

Q.18 Have you been able to apply what you learned during the training to your work?

- Yes
- No
- Not applicable

EXPLANATORY TEXT:

Please read the following statements. For each one, please indicate whether you “strongly agree”, “agree”, “neither agree nor disagree”, “disagree”, or “strongly disagree” with the statement.

Q.19 The personnel I work with in DoD are familiar with the laws and regulations for Federal employees regarding post-government employment restrictions.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree

Strongly Disagree

Q.20 DoD personnel who violate the laws and regulations regarding post-Government employment restrictions will be investigated or subjected to adverse action.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely
(a) A co-worker/peer at my level of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) My direct supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) The head of my department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Human Resource Office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) General Counsel’s office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(f) Bargaining unit representative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(g) Manager in my unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(h) A senior manager at my location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(i) Ethics officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(j) A senior manager outside of my unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EXPLANATORY TEXT:

Please read the following statements. For each one, please indicate whether you strongly agree, agree, neither agree nor disagree, disagree, or strongly disagree with the statement.

Q.22 DoD personnel should seek advice about post-Government employment restrictions from an ethics counselor before leaving Government service.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Do not know

Q.23 Most DoD personnel do seek advice about post-Government employment restrictions from an ethics counselor before leaving Government service.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Do not know

Q.24 During the past five years, do you know personally someone you believe has violated the restrictions on post-Government employment?

- Yes
- No [SKIP to Q.33]

Q.25 Did you report the behavior you observed that seemed to violate these restrictions to management or another appropriate person? *[If you personally observed more than one instance of inappropriate behavior, please answer based on the most recent instance you observed, where you felt you could not resolve the matter yourself.]*

- Yes [Skip to Q.28]
- No
- Decline to answer [Skip to Q.34]

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. ***[Check all that apply]***

- I did not believe it was my responsibility
- I was not sure it was a problem
- I did not want to look foolish
- I did not believe corrective action would be taken
- I did not know whom to contact
- I feared retaliation by management
- I feared the disapproval of my peers

- I did not believe I could report anonymously
- I thought someone else would report it
- I thought the misconduct or rule violation was acceptable under the circumstances.
- None of the above

Q.27 How do you feel about your decision not to report the behavior you observed?

[Check all that apply]

- I feel that I made the right decision under the circumstances
- Knowing what I know now, I would report my concerns
- I feel bad about not reporting
- I feel good about not reporting
- I am sure someone else reported it
- This is just not something I am concerned about
- They do not pay me enough to take a personal risk
- None of the above

[Skip to Q.34 regardless of the answer given above]

Q.28 What helped you decide to report the behavior you observed? **[Check all that apply]**

- Information in the annual certification I sign stating that I'm aware of and have not violated these restrictions.
- Ethics training I received
- Assurance that my report would be kept confidential or anonymous
- Supportive, open work environment at my location
- I believed it was my duty to make the report.
- My personal beliefs
- Other

Q.29 How did you report the behavior you observed? **[Check all that apply]**

- Communicated my concern to local management.
- Filed a report with my agency's ethics officer
- Communicated my concern to someone else in DoD.
- Communicated my concern to someone outside of DoD.

Q.30 Was the person who violated the restrictions on post-Government employment investigated or subjected to adverse action?

- Yes
- No
- Do not know

Q.31 Overall, how satisfied were you with DoD's response to your report of the behavior?

- Very satisfied [Skip to Q.34]
- Satisfied [Skip to Q.34]
- Neither satisfied nor dissatisfied [Skip to Q.34]
- Dissatisfied

Very dissatisfied

Q.32 Please tell us why you were dissatisfied. **[Check all that apply]**

- Management did not respond
- The issue I raised was hidden, or covered up, and no corrective action was taken
- Management told me what they did in response, but I did not believe them
- Corrective action was not severe or complete enough
- I experienced retaliation by my superiors or coworkers as a result of my report of misconduct
- Other reason(s) not included in this list [SKIP to Q.34]

Q.33 If you had observed any behavior violating post-Government employment restrictions in the last year, would you have reported it?

- Yes
- Probably
- Probably not
- No
- Do not know

EXPLANATORY TEXT:

Next, please answer several questions about ethical conduct in your organization or command:

Q.34 DoD personnel take personal responsibility for knowing, understanding, and complying with the post-Government employment restrictions.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Q.35 Senior personnel in DoD are held accountable if they are caught violating the post-Government employment restrictions.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Q.36 Junior personnel in DoD are held accountable if they are caught violating the post-Government employment restrictions.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree

Strongly Disagree

Q.37 The only people who are ever held accountable if they are caught violating the post-Government employment restrictions are those in the acquisition workforce (i.e., procurement or contract administration).

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

EXPLANATORY TEXT:

Next, please answer several questions about ethical conduct in your workplace:

Q.38 My coworkers/peers carefully consider ethical issues when making work-related decisions.

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Q.39 My supervisor carefully considers ethical issues when making work-related decisions.

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Q.40 At my workplace, personnel are disciplined when they violate DoD's standards of ethical conduct in general.

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Q.41 My supervisor rewards personnel who get good results, even if they violate DoD's standards of ethical conduct.

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Q.42 My coworkers/peers show respect for personnel who get good results, even if they violate DoD's standards of ethical conduct.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

EXPLANATORY TEXT:

To conclude, please answer a few final questions:

Q.43 How long have you worked for the Federal Government?

- (a) Less than one year
- (b) One year to five years
- (c) Six years to 10 years
- (d) Eleven years to 20 years
- (e) More than 20 years

Q.44 What are your financial disclosure responsibilities?

- (a) I file a Public Financial Disclosure Report (SF 278)
- (b) I file a Confidential Financial Disclosure Report (OGE Form 450, 450A, or an agency-specific alternative)
- (c) I am not required to file a financial disclosure report
- (d) I do not know my filing status

Q.45 What is your pay grade?

- (a) General Schedule or similar, grade 12-13; Military Grade Group O-4 to O-5 [Skip to Q.47]
- (b) General Schedule or similar, grade 14-15 Military Grade Group O-5 to O-6 [Skip to Q.47]
- (c) SES, SL, or equivalent; Military Grade Group O-7 to O-10
- (d) Other [Skip to Q.47]

Q.46 What is your service affiliation?

- (a) Civilian
- (b) Air Force
- (c) Army
- (d) Marine Corps
- (e) Navy

Q.47 What is your work location?

- (a) Washington, D.C. Metro Area (includes DC, MD, VA, and WV)
- (b) Other U. S. Location

Q.48 Do you hold a supervisory position?

(a) Yes

(b) No

[End of Survey]

Appendix C. Expected Program Outcomes

The following table presents the favorable responses to 10 principal expected program outcomes. The responses shown in the first four rows of the table are average positive response rates to 10 questions with respect to awareness, understanding, and compliance of 10 restrictions on representational contacts, post-government employment, and procurement. The numbers are percentages of affirmative answers to the total number of responses to a question or set of related questions.

Table C-1: Affirmative Response Rates Related to Expected Program Outcomes

Expected Program Outcomes	Pay Group I	Pay Group II	Pay Group III
1. Average of understanding of 10 restrictions (respondents)	75	80	84
2. Average of awareness of 10 restrictions (DoD population)	52	55	60
3. Average of understanding of 10 restrictions (DoD population)	49	50	54
4. Average of compliance with 10 restrictions (DoD population)	26	32	45
5. Coworkers use ethics in decision making (Strongly Agree/Agree) Q. 38	64	72	86
6. Supervisors use ethics in decision making (Strongly Agree/Agree) Q. 39	70	80	88
7. Seek advice before leaving service (Strongly Agree/Agree) Should seek Q 22/ Do seek Q 23	87/17	93/31	97/51
8. Belief someone violated restrictions (Yes) Q 24	18	22	20
9. Did you report the observed misconduct? (Yes) Q 25	19	23	40
10. Satisfied with management response (Very Satisfied/Satisfied) Q 31	14	19	50

Outcome number one is the average of respondents' belief about their own understanding of key restrictions. Outcome numbers 2, 3, and 4 are averages of respondents' perceptions about other employees' awareness, understanding, and compliance. Responses shown in rows 5 through 10 are the affirmative/positive response rates to the numbered questions indicated.

Appendix D. Announcement of Survey



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-4704

NOV 14 2005

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY, AND LOGISTICS)
UNDER SECRETARY OF DEFENSE (POLICY)
UNDER SECRETARY OF DEFENSE (PERSONNEL AND
READINESS)
INSPECTOR GENERAL OF THE ARMY
NAVAL INSPECTOR GENERAL
INSPECTOR GENERAL OF THE AIR FORCE
DIRECTOR, DEFENSE CONTRACT AUDIT AGENCY
DIRECTOR, DEFENSE CONTRACT MANAGEMENT AGENCY
DIRECTOR, DEFENSE LOGISTICS AGENCY
ALL FLAG OFFICERS AND MEMBERS OF THE SENIOR
EXECUTIVE SERVICE OF THE DEPARTMENT OF DEFENSE

SUBJECT: Survey of the Awareness and Attitude of Department of Defense Senior Officials and Acquisition Workforce Regarding Post-Government Service Employment Restrictions

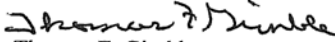
The Department of Defense (DoD) Office of Inspector General is surveying senior military and civilian personnel and the acquisition workforce to determine their awareness and attitudes concerning restrictions on post-Government service employment. The goals are to improve the DoD ethics and compliance programs and to promote professional conduct throughout the Department. Survey results will help DoD leadership better understand how DoD senior personnel and the acquisition workforce become aware of post-Government service restrictions, how they view their accountability for complying with the restrictions, and where they go for advice.

In a September 7, 2005, memorandum on Ethics and Integrity, the Secretary of Defense stressed the importance of placing ethics at the forefront of our vision and values. Annual ethics training aims to provide all DoD employees with adequate information to prevent an individual from committing a violation.

The Ethics Resource Center (ERC), an independent, non-profit organization based in Washington, D.C., will administer an anonymous, Web-based survey to all senior military and civilian personnel and a stratified sample of acquisition workforce personnel, randomly selected by the Department of Defense. The ERC has been active in the field of organizational ethics since 1978, conducts the National Business Ethics Survey®, and has helped many organizations evaluate their ethics and compliance programs. Survey responses will be anonymous. The ERC will combine individual survey responses with all others and provide only aggregate information in its findings, conclusions, and recommendations so that no response can be traced to any individual. No one within the Department of Defense will have access to individual responses.

Within the next 5 to 7 days, the ERC will send an email to survey participants that explains the survey process and provides each invited participant with a unique access code. I urge you to complete and return your survey promptly. Your participation will greatly enhance our ability to ascertain the effectiveness of DoD ethics training and other communications on this important subject.

Please direct any questions to Mr. Wm Brem Morrison, Assistant Inspector General for Inspections and Evaluations, at 703-604-9151 (DSN 664-9151) or at wmorrison@dodig.osd.mil.


Thomas F. Gimble
Acting

Appendix E. Email Invitation to Survey Participants

The ERC sent the following e-mail to DoD members invited to participate in the survey:

Subject line: Your Participation Requested: The Department of Defense Post-Government Employment Survey

Dear DoD Member:

On behalf of Mr. **Thomas F. Gimble**, Acting Inspector General, Department of Defense (DoD), we would like to invite you to participate in a Survey of the Awareness and Attitude of DoD Senior Officials and Acquisition Workforce Regarding Post-Government Employment Restrictions. The survey is designed to gather feedback from the Department's senior military and civilian officials and a stratified sample of acquisition workforce personnel on how they become aware of post-Government service restrictions, how they view their accountability for complying with the restrictions, and where they go for advice. The goals in administering the survey are to improve the DoD ethics and compliance programs and to promote professional conduct throughout the Department. To read Mr. Gimble's announcement of the survey, which you should have received separately, visit <http://www.dodig.mil>. The survey is available now and will conclude on **Friday, December 16, 2005**.

The Office of Inspector General has contracted with the Ethics Resource Center (ERC), an independent, nonprofit organization located in Washington, D.C., to obtain unbiased and accurate responses from survey respondents. ERC has assigned you a unique identifier. These randomly assigned Survey IDs [identifications] will not be provided to the Office of Inspector General or to anyone within the Department. ERC will remove all unique identifiers from the raw survey data and then combine individual survey responses with all other responses so that no response can be traced to any individual. Once survey responses are received and combined into one database, all individual identifiers will be destroyed. No person at the Department will have access to individual responses, and ERC will provide only aggregate information in its findings, conclusions and recommendations.

SURVEY INSTRUCTIONS

1. To access the survey site, please click on the survey URL below or, if it does not appear as a hyperlink, type the URL address into your Internet browser. When you reach the survey site, simply paste or enter your USERNAME and PASSWORD in the appropriate boxes to gain access.

URL: <https://survey.ethics.org/dodig>

User name: <USERNAME GOES HERE>

Password: <PASSWORD GOES HERE>

2. The survey takes approximately 25 minutes to complete and full instructions are available on the survey site. If at any time you need to exit the survey, close your browser. When you are prepared to resume taking the survey, simply go to the same URL and re-

enter your username and password. You will automatically arrive at the question you last answered before exiting the survey.

3. For more information about confidentiality or anonymity as well as any technical issues, please view the Frequently Asked Questions page, located in the web survey, and the troubleshooting guide at <https://survey.ethics.org/dodig/troubleshooting.html>.

Thank you in advance for participating and sharing your thoughts on this important topic.

Sincerely,

The Ethics Resource Center
1747 Pennsylvania Ave., NW, Suite 400
Washington, DC 20006

Appendix F. List of Acronyms

Acronyms

ERC	Ethics Resource Center
FSGO	Federal Sentencing Guidelines for Organizations
GC	General Counsel
I&E	Inspections and Evaluations
NBES	National Business Ethics Survey
P&O	Policy and Oversight
SOCO	Standards of Conduct Office, GC DoD

Appendix G. Report Distribution

Office of the Secretary of Defense

Under Secretary of Defense (Personnel and Readiness)
General Counsel of the Department of Defense
 Director, Standards of Conduct Office *
Under Secretary of Defense (Comptroller)/Chief Financial Officer
Assistant Secretary of Defense (Legislative Affairs)
Assistant Secretary of Defense (Public Affairs)

Department of the Army

Secretary of the Army
Chief of Staff, U.S. Army
Inspector General, Department of the Army

Department of the Navy

Secretary of the Navy
Chief of Naval Operations
Naval Inspector General
 Deputy Naval Inspector General for Marine Corps Matters

Department of the Air Force

Secretary of the Air Force
Chief of Staff, U.S. Air Force
Inspector General, Department of the Air Force

Combatant Command

Inspector General, Joint Staff

Non-Defense federal Organization

Office of Management and Budget

Congressional Committees

Senate Committee on Armed Services
Senate Committee on Homeland Security and Governmental Affairs
Senate Subcommittee on Defense, Committee on Appropriations
House Committee on Armed Services
House Committee on Government Reform
House Subcommittee on Defense, Committee on Appropriations

* Recipient of draft report

Management Comments



DEPARTMENT OF DEFENSE
OFFICE OF GENERAL COUNSEL
1600 DEFENSE PENTAGON
WASHINGTON DC 20301-1600

November 3, 2006

MEMORANDUM FOR DEPUTY INSPECTOR GENERAL FOR POLICY AND
OVERSIGHT

SUBJECT: Report on Survey of the Awareness and Attitude of DoD Senior Officials
and Acquisition Workforce Regarding Post-Government Service
Employment Restrictions

I am responding to the memorandum from the Assistant Inspector General for
Inspections and Evaluations dated October 13, 2006.

This supplements my comments made by email on October 17, 2006, to Ms.
Fusfield, which I understand will be incorporated into the report.

RECOMMENDATIONS:

**#1: Use the post-Government employment survey questionnaire to
periodically assess senior officials and acquisition workforce on their awareness and
knowledge of key restrictions.**

I concur. This survey has provided very useful data. I expect to seek assistance
from the DoD Inspector General to conduct a similar survey after an appropriate period
of time.

**#2: Assess the risk of an employee violating each of the key restrictions
identified in the survey questionnaire. Emphasize training on restrictions that
involve the greatest risk if an employee violates that restriction.**

While this recommendation is somewhat ambiguous, to the extent that it suggests
focusing training on restrictions that pose the greatest likelihood of violation, I concur. In
designing ethics training for 2007, we are focusing on the risk of violation.

**#3: Develop additional training for supervisors to assist them in handling
their roles as mentors to DoD members.**

I concur. Such training has already been developed. We will start using it with
increasing frequency in calendar year 2007.

I recommend the addition of another recommendation:

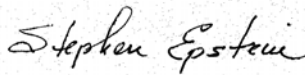
**#4: That the DoD Inspector General, to the maximum extent possible, notify
employees who have reported concerns, that their reports have been acted upon,**



and second, periodically provide information to DoD employees indicating the results of actions taken on substantiated reports.

Such reports by the Inspector General would reduce the number of employees who choose not to report concerns because they believe corrective action will not be taken, and otherwise reinforce to employees the value of reporting concerns and apparent violations.

Thank you for the opportunity to comment on this survey. I greatly appreciate the support of the Inspector General's Office, particularly Ms. Madelaine Fusfield, in conducting and evaluating the survey.



Stephen Epstein
Director
Standards of Conduct Office

THE MISSION OF THE OIG DoD

The office of the Inspector General of the Department of Defense was established by Congress as one of the “independent and objective units [within listed ‘establishments,’ including the Department of defense] to conduct and supervise audits and investigations relating to programs and operations of those establishments.” As the principal advisor to the Secretary of Defense in all Inspector General matters, the Inspector General serves as an extension of “the eyes, ears, and conscience” of the Secretary. In support of the mission of the Department of Defense, the Office of the Inspector General endeavors to:

- “Provide leadership . . . to promote economy, efficiency and effectiveness;”
- Prevent and detect “fraud, waste, and abuse;”
- “Provide policy direction for audits and investigations;”
- “Provide a means for keeping the Secretary of Defense and the Congress fully and currently informed about problems and deficiencies;” and
- “Give particular regard to the activities of the internal audit, inspection, and investigative units of the military departments with a view toward avoiding duplication and insuring effective coordination and cooperation.”

TEAM MEMBERS

The Inspections and Evaluations Directorate, Office of the Deputy Inspector General for Inspections and Policy, Office of the Inspector General for the Department of Defense prepared this report. Ms. Madelaine E. Fusfield, Senior Program Analyst, prepared this report from the Ethics Resource Center Report on “DoD Acquisition Workforce and Senior Officials post-Government Employment Survey Report: Findings, Discussion, and Recommendations,” June 30, 2006. Commander V. W. Freeman, USN, assisted in the report preparation.

ADDITIONAL REPORT COPIES

Contact us by phone, fax, or e-mail:

Inspections and Evaluations Directorate, Deputy Inspector General for Inspections and Policy
Commercial: 703.604.9130 (DSN 664.9130)

FAX: 703.604.9769

E-MAIL: crystalfocus@dodig.osd.mil

Electronic version available at: <http://www.dodig.mil/Inspections/IE/Reports.htm>

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Ethics Resource Center



**Department of Defense
Acquisition Workforce and Senior
Officials post-Government
Employment Survey Report**

Survey Response Tables

July 25, 2006



Department of Defense Acquisition Workforce and Senior Officials post-Government Employment Survey Report Survey Response Tables

NOTICE

This report contains source data information furnished to the U.S. Government under contract between the Department of Defense Inspector General (DoDIG) and the Ethics Resource Center (ERC), and is the property of the Government. The Government retains full right to use of this information.

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ethics@ethics.org
www.ethics.org

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This information is confidential and proprietary and is not to be shared with others without express permission of the Department of Defense Inspector General (DoDIG) and, where applicable, the Ethics Resource Center (ERC).

Purpose of this Document

The purpose of this document is to array in one document all responses to the questions contained in the Department of Defense Acquisition Workforce and Senior Officials post-Government Employment Survey conducted between November and December 2005.

This report is intended to serve as a working document: to provide no more analysis than arranging the data for quick reference to specific questions and responses by the Target population and four pay groups.

How to use these tables

1. The Target population is a combined, weighted sample population comprised of survey respondents in four Pay Groups – One, Two, Three, and Other. It is developed by combining pay groups' responses into one number through weighting factors. The weighting factors scale the pay groups' sample 'n' Sizes up or down such that pay group responses are represented in the Target population proportional to each group's percentage representation in the DoD Acquisition Workforce and Senior official (DoD-A&S) Population.
2. The percentage total of a response could exceed or be less than 100% because ERC follows a convention of rounding up any number .5 or above and rounding down any number .4 or below. For example, responses of .5% yes and 99.5% no would add up to 101%.
3. For a detailed account of the methodology employed in this survey, please see the Survey Report: Findings, Discussion and Recommendations.

NOTE: The number of people who responded to each question is included in the column "n Size." A number of respondents (215) completed only the first two questions of the Survey. These were deleted from the analysis. Another number of respondents (117) did not complete the entire Survey, and we applied a weighting variable in order to use their responses in calculations.

Q.1 About how often do you have to consider post-Government employment restrictions in your work?

Pay Groups	n Size	Frequently	Occasionally	Rarely	Never	I did not know there were such restrictions	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	5%	23%	45%	24%	3%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	4%	19%	46%	27%	4%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	8%	31%	45%	16%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	14%	32%	42%	12%	0%	
(4) Other	48	8%	21%	44%	17%	10%	

Q.2 Are these restrictions clear enough to guide you?

Pay Groups	n Size	Very clear	Somewhat clear	Not very clear	Not clear at all	I do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	2448	21%	56%	14%	3%	7%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	879	20%	55%	14%	3%	8%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	889	21%	55%	16%	3%	5%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	645	28%	58%	9%	3%	2%	
(4) Other	35	29%	49%	11%	3%	9%	

Q.3.a(1) There is a lifetime ban against a former Government employee making representational contacts on a matter, if he or she worked on that matter as a Government employee.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	64%	12%	18%	6%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	62%	12%	18%	7%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	67%	12%	17%	4%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	75%	9%	13%	3%	
(4) Other	48	58%	17%	13%	13%	

Q.3.b(1) There is a two-year ban against a former Government employee making representational contacts on a matter, if he or she had official responsibility for the matter during his or her last year of service, even if he or she did not personally participate in it.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	78%	10%	7%	5%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	77%	10%	7%	6%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	82%	9%	6%	3%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	85%	7%	7%	1%	
(4) Other	48	75%	13%	6%	6%	

Q.3.c(1) There is a one-year ban against former Government employees who were “senior employees” (generals, admirals, and most SES members) from making representational contacts to employees of their former agency with the intent to influence them in connection with official action.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	75%	10%	6%	10%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	72%	11%	6%	11%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	81%	8%	5%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	93%	3%	3%	1%	
(4) Other	48	69%	15%	10%	6%	

Q.3.d(1) There is a one-year ban against former senior Government employees representing, aiding, or advising a foreign government or foreign political party, with an intent to influence any officer or employee of a department or agency.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	65%	12%	8%	14%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	64%	12%	8%	15%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	67%	12%	9%	12%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	81%	7%	7%	5%	
(4) Other	48	58%	17%	8%	17%	

Q.3.e(1) There is a one-year ban against former senior Government employees representing a foreign government or foreign political party before Congress.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	60%	13%	9%	19%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	58%	13%	9%	20%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	62%	12%	10%	16%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	73%	11%	7%	9%	
(4) Other	48	65%	10%	6%	19%	

Q.3.a(2) There is a lifetime ban against a former Government employee making representational contacts on a matter, if he or she worked on that matter as a Government employee.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table
Target Population	3134	46%	19%	18%	17%	1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	46%	18%	17%	19%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	46%	21%	21%	12%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	49%	24%	16%	12%	
(4) Other	48	35%	23%	21%	21%	

Q.3.b(2) There is a two-year ban against a former Government employee making representational contacts on a matter, if he or she had official responsibility for the matter during his or her last year of service, even if he or she did not personally participate in it.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	54%	20%	10%	16%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	52%	19%	10%	18%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	58%	21%	10%	10%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	58%	22%	9%	11%	
(4) Other	48	42%	27%	10%	21%	

Q.3.c(2) There is a one-year ban against former Government employees who were “senior employees” (generals, admirals, and most SES members) from making representational contacts to employees of their former agency with the intent to influence them in connection with official action.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	52%	18%	9%	21%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	49%	18%	9%	23%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	56%	19%	10%	15%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	75%	12%	5%	8%	
(4) Other	48	38%	23%	13%	27%	

Q.3.d(2) There is a one-year ban against former senior Government employees representing, aiding, or advising a foreign government or foreign political party, with an intent to influence any officer or employee of a department or agency.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	38%	23%	13%	27%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	38%	22%	11%	28%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	38%	23%	16%	23%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	51%	21%	12%	16%	
(4) Other	48	23%	31%	13%	33%	

Q.3.e(2) There is a one-year ban against former senior Government employees representing a foreign government or foreign political party before Congress.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	34%	22%	13%	31%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	34%	22%	12%	33%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	34%	22%	17%	27%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	43%	23%	12%	22%	
(4) Other	48	27%	29%	13%	31%	

Q.3.a(3) There is a lifetime ban against a former Government employee making representational contacts on a matter, if he or she worked on that matter as a Government employee.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table
Target Population	3134	37%	24%	20%	19%	1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	39%	22%	19%	20%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	34%	27%	24%	15%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	38%	31%	18%	14%	
(4) Other	48	25%	29%	21%	25%	

Q.3.b(3) There is a two-year ban against a former Government employee making representational contacts on a matter, if he or she had official responsibility for the matter during his or her last year of service, even if he or she did not personally participate in it.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	46%	23%	12%	19%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	45%	23%	11%	21%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	48%	25%	14%	12%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	46%	27%	14%	14%	
(4) Other	48	38%	31%	13%	19%	

Q.3.c(3) There is a one-year ban against former Government employees who were “senior employees” (generals, admirals, and most SES members) from making representational contacts to employees of their former agency with the intent to influence them in connection with official action.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	46%	21%	10%	23%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	45%	21%	9%	25%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	50%	22%	11%	16%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	69%	16%	5%	9%	
(4) Other	48	33%	29%	13%	25%	

Q.3.d(3) There is a one-year ban against former senior Government employees representing, aiding, or advising a foreign government or foreign political party, with an intent to influence any officer or employee of a department or agency.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	36%	23%	12%	29%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	36%	22%	11%	31%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	35%	26%	14%	25%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	47%	24%	11%	18%	
(4) Other	48	23%	33%	10%	33%	

Q.3.e(3) There is a one-year ban against former senior Government employees representing a foreign government or foreign political party before Congress.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	33%	23%	11%	33%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	34%	21%	10%	35%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	32%	27%	13%	29%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	41%	25%	11%	23%	
(4) Other	48	23%	35%	8%	33%	

Q.3.a(4) There is a lifetime ban against a former Government employee making representational contacts on a matter, if he or she worked on that matter as a Government employee.

Former DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table
Target Population	3134	22%	25%	22%	32%	1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	20%	24%	21%	34%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	24%	28%	24%	24%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	36%	27%	12%	25%	
(4) Other	48	13%	27%	23%	38%	

Q.3.b(4) There is a two-year ban against a former Government employee making representational contacts on a matter, if he or she had official responsibility for the matter during his or her last year of service, even if he or she did not personally participate in it.

Former DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	25%	26%	18%	31%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	23%	25%	17%	34%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	29%	29%	21%	22%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	40%	25%	11%	24%	
(4) Other	48	19%	23%	23%	35%	

Q.3.c(4) There is a one-year ban against former Government employees who were “senior employees” (generals, admirals, and most SES members) from making representational contacts to employees of their former agency with the intent to influence them in connection with official action.

Former DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	24%	22%	21%	33%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	21%	22%	21%	37%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	29%	24%	22%	25%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	59%	17%	8%	16%	
(4) Other	48	15%	21%	27%	38%	

Q.3.d(4) There is a one-year ban against former senior Government employees representing, aiding, or advising a foreign government or foreign political party, with an intent to influence any officer or employee of a department or agency.

Former DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	22%	24%	10%	44%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	21%	22%	11%	46%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	23%	28%	10%	39%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	41%	23%	5%	31%	
(4) Other	48	13%	25%	25%	38%	

Q.3.e(4) There is a one-year ban against former senior Government employees representing a foreign government or foreign political party before Congress.

Former DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	21%	24%	8%	47%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	19%	23%	8%	49%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	22%	27%	8%	43%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	39%	22%	4%	34%	
(4) Other	48	15%	25%	19%	42%	

Q.4.a(1) If a Government employee is negotiating employment with a company, he may not work on an official matter that will affect that company.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	92%	3%	2%	3%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	90%	4%	3%	4%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	97%	2%	1%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	95%	3%	1%	1%	
(4) Other	48	85%	8%	2%	4%	

Q.4.b(1) A Government employee may not use official time for job-hunting for a job outside of the Government.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	91%	4%	3%	2%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	91%	4%	3%	2%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	93%	3%	3%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	93%	4%	1%	1%	
(4) Other	48	98%	2%	0%	0%	

Q.4.a(2) If a Government employee is negotiating employment with a company, he may not work on an official matter that will affect that company.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population..
Target Population	3134	73%	11%	4%	12%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	71%	12%	4%	13%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	80%	10%	2%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	84%	8%	1%	7%	
(4) Other	48	58%	17%	4%	21%	

Q.4.b(2) A Government employee may not use official time for job-hunting for a job outside of the Government.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	67%	14%	7%	12%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	66%	13%	7%	13%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	69%	16%	8%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	71%	15%	7%	8%	
(4) Other	48	60%	23%	4%	13%	

Q.4.a(3) If a Government employee is negotiating employment with a company, he may not work on an official matter that will affect that company.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	69%	13%	4%	14%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	67%	13%	5%	16%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	75%	13%	3%	8%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	80%	11%	3%	7%	
(4) Other	48	50%	23%	4%	23%	

Q.4.b(3) A Government employee may not use official time for job-hunting for a job outside of the Government.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	65%	15%	6%	13%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	66%	14%	6%	14%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	65%	19%	7%	9%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	68%	18%	5%	9%	
(4) Other	48	52%	27%	6%	15%	

Q.4.a(4) If a Government employee is negotiating employment with a company, he may not work on an official matter that will affect that company.

DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	43%	21%	11%	26%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	39%	21%	11%	29%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	51%	22%	10%	17%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	67%	16%	3%	15%	
(4) Other	48	29%	19%	17%	35%	

Q.4.b(4) A Government employee may not use official time for job-hunting for a job outside of the Government.

DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	33%	21%	21%	24%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	33%	20%	22%	26%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	34%	25%	22%	19%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	45%	23%	15%	17%	
(4) Other	48	31%	17%	25%	27%	

Q.5(1) There is a one-year ban against former Government employees who were involved in large procurements or in administration of large contracts accepting compensation from the prime contractor of that contract or procurement.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	83%	5%	5%	7%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	81%	5%	6%	8%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	88%	5%	3%	4%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	87%	5%	4%	4%	
(4) Other	48	71%	15%	2%	13%	

Q.5(2) There is a one-year ban against former Government employees who were involved in large procurements or in administration of large contracts accepting compensation from the prime contractor of that contract or procurement.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	62%	15%	6%	18%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	60%	15%	6%	19%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	67%	15%	5%	12%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	67%	16%	5%	12%	
(4) Other	48	44%	23%	6%	27%	

Q.5(3) There is a one-year ban against former Government employees who were involved in large procurements or in administration of large contracts accepting compensation from the prime contractor of that contract or procurement.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	58%	17%	6%	20%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	57%	16%	5%	21%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	62%	17%	6%	15%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	60%	20%	5%	15%	
(4) Other	48	40%	25%	8%	27%	

Q.5(4) There is a one-year ban against former Government employees who were involved in large procurements or in administration of large contracts accepting compensation from the prime contractor of that contract or procurement.

DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	35%	22%	10%	34%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	32%	21%	10%	36%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	40%	24%	10%	26%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	51%	20%	5%	24%	
(4) Other	48	25%	23%	13%	40%	

Q.6.a(1) DoD personnel may not participate personally and substantially in a DoD procurement valued at more than \$100,000 when seeking employment with a bidder or offeror.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	80%	7%	5%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	79%	7%	5%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	84%	6%	4%	6%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	83%	5%	7%	5%	
(4) Other	48	73%	15%	4%	8%	

Q.6.b(1) DoD personnel must promptly report, in writing, to their supervisors and ethics officials, any employment contact with a bidder or offeror in a DoD procurement valued at more than \$100,000, even when they promptly reject the employment contact.

I generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	80%	7%	4%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	80%	7%	4%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	81%	8%	5%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	78%	9%	7%	5%	
(4) Other	48	79%	15%	2%	4%	

Q.6.a(2) DoD personnel may not participate personally and substantially in a DoD procurement valued at more than \$100,000 when seeking employment with a bidder or offeror.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	54%	17%	8%	21%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	53%	17%	7%	23%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	59%	17%	8%	16%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	61%	18%	7%	15%	
(4) Other	48	40%	27%	8%	25%	

Q.6.b(2) DoD personnel must promptly report, in writing, to their supervisors and ethics officials, any employment contact with a bidder or offeror in a DoD procurement valued at more than \$100,000, even when they promptly reject the employment contact.

DoD Personnel are generally aware of the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	47%	20%	10%	22%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	47%	19%	10%	24%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	47%	22%	13%	17%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	42%	26%	12%	20%	
(4) Other	48	29%	38%	13%	21%	

Q.6.a(3) DoD personnel may not participate personally and substantially in a DoD procurement valued at more than \$100,000 when seeking employment with a bidder or offeror.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	52%	19%	7%	22%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	51%	19%	6%	24%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	55%	20%	7%	18%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	56%	20%	8%	16%	
(4) Other	48	33%	31%	8%	27%	

Q.6.b(3) DoD personnel must promptly report, in writing, to their supervisors and ethics officials, any employment contact with a bidder or offeror in a DoD procurement valued at more than \$100,000, even when they promptly reject the employment contact.

DoD Personnel generally understand the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	45%	22%	8%	24%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	46%	21%	7%	26%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	44%	26%	11%	19%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	39%	28%	12%	21%	
(4) Other	48	31%	35%	13%	21%	

Q.6.a(4) DoD personnel may not participate personally and substantially in a DoD procurement valued at more than \$100,000 when seeking employment with a bidder or offeror.

DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	32%	22%	9%	37%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	30%	22%	9%	39%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	38%	24%	7%	30%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	47%	20%	5%	28%	
(4) Other	48	23%	23%	15%	40%	

Q.6.b(4) DoD personnel must promptly report, in writing, to their supervisors and ethics officials, any employment contact with a bidder or offeror in a DoD procurement valued at more than \$100,000, even when they promptly reject the employment contact.

DoD Personnel generally comply with the provision.

Pay Groups	n Size	Agree	Neither agree nor disagree	Disagree	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	26%	25%	10%	40%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	26%	23%	9%	42%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	25%	29%	12%	34%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	29%	28%	8%	35%	
(4) Other	48	21%	27%	21%	31%	

Q.7 For each of the following, would you describe the post-Government employment restrictions as:
(a) Relevant to my position

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	71%	23%	6%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	68%	25%	7%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	82%	16%	3%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	89%	9%	1%	
(4) Other	48	52%	35%	13%	

Q.7 For each of the following, would you describe the post-Government employment restrictions as:
(b) Easy to understand

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	56%	36%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	56%	35%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	55%	39%	5%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	49%	47%	4%	
(4) Other	48	46%	42%	13%	

Q.7 For each of the following, would you describe the post-Government employment restrictions as:
(c) Concise; to the point

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	53%	36%	11%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	53%	34%	12%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	52%	40%	8%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	45%	49%	5%	
(4) Other	48	42%	42%	17%	

Q.7 For each of the following, would you describe the post-Government employment restrictions as:
(d) Giving good examples

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	47%	31%	22%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	48%	29%	23%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	44%	34%	22%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	43%	38%	18%	
(4) Other	48	38%	40%	23%	

Q.7 For each of the following, would you describe the post-Government employment restrictions as:
(e) Providing valuable guidance

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	68%	17%	15%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	67%	17%	16%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	70%	19%	10%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	71%	20%	9%	
(4) Other	48	63%	19%	19%	

Q.7 For each of the following, would you describe the post-Government employment restrictions as:
(f) Effective means of ensuring the integrity of Government decision-making

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	51%	27%	22%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	52%	25%	23%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	50%	31%	19%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	56%	25%	19%	
(4) Other	48	35%	33%	31%	

Q.7 For each of the following, would you describe the post-Government employment restrictions as:
(g) Insufficient to ensure the integrity of Government decision-making

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	31%	43%	26%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	29%	43%	28%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	36%	43%	21%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	27%	52%	21%	
(4) Other	48	38%	29%	33%	

Q.7 For each of the following, would you describe the post-Government employment restrictions as:
(h) Overly restrictive means of ensuring the integrity of Government decision-making

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	14%	64%	22%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	13%	63%	24%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	14%	69%	17%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	24%	60%	16%	
(4) Other	48	13%	54%	33%	

Q.8 Have you participated in training about post-Government employment restrictions?

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	61%	34%	4%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	59%	36%	5%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	69%	29%	2%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	73%	25%	1%	
(4) Other	48	52%	42%	6%	

Q.9 How useful have you found the training on post-Government employment restrictions to be in guiding your decisions and conduct at work? Would you say the training was very useful, somewhat useful, or not very useful?

Pay Groups	n Size	Very useful	Somewhat useful	Not very useful	Have not yet been through the training	I do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	2051	25%	56%	18%	0%	1%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	745	24%	54%	20%	0%	1%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	738	25%	60%	14%	0%	0%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	543	33%	59%	7%	0%	0%	
(4) Other	25	24%	52%	20%	0%	4%	

Q.10 About how often does your organization offer training on post-Government employment restrictions?

Pay Groups	n Size	Twice a year	Once a year	Once every two years	Once every three years	Less frequently than every three years	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	2051	6%	61%	5%	1%	7%	19%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	745	6%	59%	5%	1%	8%	21%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	738	6%	65%	6%	1%	7%	15%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	543	11%	65%	4%	2%	2%	16%	
(4) Other	25	8%	56%	0%	0%	4%	32%	

Q.11 How long was the training program on post-Government employment restrictions that you most recently participated in?

Pay Groups	n Size	Two hours or more	More than one but less than two hours.	More than thirty minutes but less than one hour	Less than 30 minutes	Do not know	<p style="text-align: center;">How to use this table</p> <p>1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.</p>
Target Population	2051	10%	32%	38%	11%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	745	10%	31%	37%	12%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	738	10%	34%	40%	11%	5%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	543	11%	36%	42%	7%	4%	
(4) Other	25	12%	36%	24%	16%	12%	

Q.12 Was the training program led by an instructor or was it self-directed?

Pay Groups	n Size	Instructor-led	Self-directed	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	2051	51%	45%	4%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	745	51%	44%	5%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	738	51%	47%	2%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	543	47%	51%	2%	
(4) Other	25	56%	44%	0%	

Q.13 Was the instructor(s) someone who worked in your agency, or was the instructor(s) brought in from outside of your agency?

Pay Groups	n Size	From inside of my agency	From outside of my agency	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	1029	71%	20%	9%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	380	70%	20%	10%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	374	73%	19%	9%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	261	74%	22%	4%	
(4) Other	14	71%	29%	0%	

Q.14 Was the main instructor a Human Resources officer, an individual who specializes in ethics or compliance issues, your direct supervisor, a higher-level supervisor, or someone else?

Pay Groups	n Size	Human Resources officer	An individual who specializes in ethics or compliance issues	My direct supervisor	Higher-level supervisor	Someone else	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	745	5%	81%	1%	1%	9%	3%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	266	5%	79%	1%	2%	9%	4%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	273	4%	86%	0%	0%	9%	2%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	196	0%	90%	0%	0%	5%	5%	
(4) Other	10	20%	50%	0%	10%	10%	10%	



Q.15 Was the self-directed training on-line or did you use written program materials?

Pay Groups	n Size	On-line	Written materials	Other	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	964	95%	4%	2%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	332	94%	4%	2%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	348	96%	2%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	273	89%	7%	4%	
(4) Other	11	91%	9%	0%	

Q.16 Did the training involve role-playing, in which you acted out/or addressed various workplace scenarios?

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	2051	39%	55%	6%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	745	38%	55%	7%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	738	41%	54%	5%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	543	30%	66%	4%	
(4) Other	25	32%	64%	4%	

Q.17 Did the training involve case studies, for example, discussions/or exchanges regarding real-world situations?

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	2051	76%	16%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	745	75%	16%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	738	78%	16%	6%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	543	76%	20%	4%	
(4) Other	25	76%	24%	0%	

Q.18 Have you been able to apply what you learned during the training to your work?

Pay Groups	n Size	Yes	No	Not applicable	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	2051	42%	30%	28%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	745	38%	31%	31%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	738	50%	29%	21%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	543	65%	18%	16%	
(4) Other	25	40%	32%	28%	

Q.19 The personnel I work with in DoD are familiar with the laws and regulations for Federal employees regarding post-government employment restrictions.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	7%	48%	32%	12%	1%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	7%	45%	35%	12%	1%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	7%	54%	27%	12%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	12%	56%	24%	8%	0%	
(4) Other	48	6%	42%	31%	21%	0%	

Q.20 DoD personnel who violate the laws and regulations regarding post-Government employment restrictions will be investigated or subjected to adverse action.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	17%	41%	29%	11%	2%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	18%	41%	28%	11%	2%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	16%	39%	30%	12%	2%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	27%	51%	17%	5%	0%	
(4) Other	48	15%	48%	31%	2%	4%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(a) A co-worker/peer at my level of responsibility

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	25%	30%	13%	22%	10%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	26%	31%	13%	22%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	25%	29%	12%	23%	12%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	19%	28%	17%	23%	13%	
(4) Other	48	19%	40%	19%	17%	6%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(b) My direct supervisor

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	42%	38%	7%	9%	4%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	43%	37%	7%	9%	4%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	40%	38%	7%	10%	5%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	24%	35%	15%	17%	9%	
(4) Other	48	38%	48%	8%	4%	2%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(c) The head of my department

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	20%	31%	19%	21%	9%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	20%	31%	19%	22%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	21%	31%	19%	19%	9%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	15%	24%	23%	24%	14%	
(4) Other	48	23%	29%	27%	19%	2%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(d) Human Resource Office

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	24%	34%	16%	17%	10%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	23%	34%	17%	16%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	26%	32%	13%	17%	11%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	13%	24%	21%	27%	15%	
(4) Other	48	15%	35%	23%	19%	8%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(e) General Counsel’s office

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	40%	24%	15%	14%	7%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	34%	24%	17%	16%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	55%	24%	9%	8%	3%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	80%	14%	3%	1%	1%	
(4) Other	48	21%	23%	33%	15%	8%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(f) Bargaining unit representative

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	4%	7%	20%	28%	41%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	5%	8%	22%	29%	36%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	2%	3%	16%	26%	53%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	0%	1%	15%	23%	61%	
(4) Other	48	2%	15%	31%	25%	27%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(g) Manager in my unit

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	15%	31%	21%	19%	15%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	16%	32%	21%	18%	13%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	11%	29%	19%	22%	19%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	7%	12%	21%	26%	34%	
(4) Other	48	17%	38%	29%	13%	4%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(h) A senior manager at my location

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	14%	30%	21%	20%	14%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	15%	30%	22%	20%	13%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	14%	31%	20%	18%	18%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	11%	20%	17%	23%	29%	
(4) Other	48	15%	31%	25%	23%	6%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(i) Ethics officer

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	46%	29%	12%	7%	5%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	42%	31%	14%	8%	5%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	58%	24%	8%	6%	4%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	74%	17%	4%	3%	3%	
(4) Other	48	31%	38%	17%	13%	2%	

Q.21 If you had a question about how to apply the laws and regulations regarding post-Government employment restrictions in a particular situation, how likely would you be to contact each of the following? Please indicate whether you would be “very likely”, “likely”, “neither likely nor unlikely”, “unlikely”, or “very unlikely” to do so.

(j) A senior manager outside of my unit

Pay Groups	n Size	Very likely	Likely	Neither Likely nor Unlikely	Unlikely	Very unlikely	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	4%	9%	23%	33%	32%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	4%	9%	23%	34%	30%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	5%	8%	21%	30%	36%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	5%	9%	21%	29%	35%	
(4) Other	48	0%	15%	33%	35%	17%	

Q.22 DoD personnel should seek advice about post-Government employment restrictions from an ethics counselor before leaving Government service.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	I do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	52%	37%	9%	1%	0%	1%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	47%	40%	10%	1%	0%	1%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	65%	28%	6%	1%	0%	0%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	81%	16%	3%	0%	0%	0%	
(4) Other	48	31%	44%	19%	2%	2	2%	

Q.23 Most DoD personnel do seek advice about post-Government employment restrictions from an ethics counselor before leaving Government service.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	I do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	5%	16%	26%	18%	3%	31%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	4%	13%	26%	19%	4%	33%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	7%	24%	26%	15%	3%	25%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	15%	36%	20%	8%	1%	20%	
(4) Other	48	2%	17%	27%	21%	2%	31%	

Q.24 During the past five years, do you know personally someone you believe has violated the restrictions on post-Government employment?

Pay Groups	n Size	Yes	No	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	19%	81%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	18%	82%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	22%	78%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	20%	80%	
(4) Other	48	17%	83%	

Q.25 Did you report the behavior you observed that seemed to violate these restrictions to management or another appropriate person? [If you personally observed more than one instance of inappropriate behavior, please answer based on the most recent instance you observed, where you felt you could not resolve the matter yourself.]

Pay Groups	n Size	Yes	No	Decline to answer	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	624	21%	39%	41%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	231	19%	39%	42%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	239	23%	40%	37%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	146	40%	27%	33%	
(4) Other	8	25%	13%	63%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(a) I did not believe it was my responsibility.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	82%	18%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	81%	19%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	82%	18%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(b) I was not sure it was a problem.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	62%	38%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	64%	36%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	56%	44%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	75%	25%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(c) I did not want to look foolish.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	96%	4%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	94%	6%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	99%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(d) I did not believe corrective action would be taken.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	53%	47%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	48%	53%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	63%	37%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	80%	20%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(e) I did not know whom to contact.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	89%	11%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	87%	13%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	93%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(f) I feared retaliation by management.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population..
Target Population	229	68%	32%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	63%	38%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	79%	21%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(g) I feared the disapproval of my peers.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	93%	7%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	94%	6%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	91%	9%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(h) I did not believe I could report anonymously.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	64%	36%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	61%	39%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	72%	28%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	80%	20%	
(4) Other	1	0%	100%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(i) I thought someone else would report it.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	92%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	90%	10%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	94%	6%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(j) I thought the misconduct or rule violation was acceptable under the circumstances.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	95%	5%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	96%	4%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	93%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.26 Please indicate if any of the following influenced your decision not to report misconduct. *[Check all that apply]*

(k) None of the above.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	82%	18%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	84%	16%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	82%	18%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	40%	60%	
(4) Other	1	100%	0%	

Q.27 How do you feel about your decision not to report the behavior you observed? [Check all that apply]
(a) I feel that I made the right decision under the circumstances.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	57%	43%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	57%	43%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	56%	44%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	75%	25%	
(4) Other	1	0%	100%	

Q.27 How do you feel about your decision not to report the behavior you observed? [Check all that apply]
(b) Knowing what I know now, I would report my concerns.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	93%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	93%	7%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	91%	9%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.27 How do you feel about your decision not to report the behavior you observed? [Check all that apply]
(c) I feel bad about not reporting.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	91%	9%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	89%	11%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	96%	4%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.27 How do you feel about your decision not to report the behavior you observed? [Check all that apply]
(d) I feel good about not reporting.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	100%	0%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	100%	0%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	100%	0%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.27 How do you feel about your decision not to report the behavior you observed? [Check all that apply]
(e) I am sure someone else reported it.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	95%	5%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	94%	6%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	96%	4%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	80%	20%	
(4) Other	1	100%	0%	

Q.27 How do you feel about your decision not to report the behavior you observed? [Check all that apply]
(f) This is just not something I am concerned about.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	90%	10%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	89%	11%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	91%	9%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.27 How do you feel about your decision not to report the behavior you observed? [Check all that apply]
(g) They do not pay me enough to take a personal risk.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	88%	12%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	84%	16%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	99%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	100%	0%	
(4) Other	1	100%	0%	

Q.27 How do you feel about your decision not to report the behavior you observed? [Check all that apply]
(h) None of the above.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	229	66%	34%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	91	68%	32%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	95	62%	38%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	42	50%	50%	
(4) Other	1	100%	0%	

Q.28 What helped you decide to report the behavior you observed? [Check all that apply]
(a) Information in the annual certification I sign stating that I'm aware of and have not violated these restrictions

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	83%	17%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	84%	16%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	80%	20%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	83%	17%	
(4) Other	2	100%	0%	

Q.28 What helped you decide to report the behavior you observed? [Check all that apply]
(b) Ethics training I received

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	37%	63%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	36%	64%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	40%	60%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	33%	67%	
(4) Other	2	0%	100%	

Q.28 What helped you decide to report the behavior you observed? [Check all that apply]
(c) Assurance that my report would be kept confidential or anonymous

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	89%	11%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	88%	12%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	88%	13%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	83%	17%	
(4) Other	2	100%	0%	

Q.28 What helped you decide to report the behavior you observed? [Check all that apply]
(d) Supportive, open work environment at my location

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	88%	12%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	91%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	80%	20%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	83%	17%	
(4) Other	2	100%	0%	

Q.28 What helped you decide to report the behavior you observed? [Check all that apply]
(e) My personal beliefs

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	27%	73%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	23%	77%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	28%	73%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	40%	60%	
(4) Other	2	100%	0%	

Q.28 What helped you decide to report the behavior you observed? [Check all that apply]
(f) Other

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	90%	10%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	91%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	90%	10%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	83%	17%	
(4) Other	2	100%	0%	

Q.29 How did you report the behavior you observed? [Check all that apply]
(a) Communicated my concern to local management.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	27%	73%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	25%	75%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	29%	71%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	50%	50%	
(4) Other	2	0%	100%	

Q.29 How did you report the behavior you observed? [Check all that apply]
(b) Filed a report with my agency's ethics officer.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	86%	14%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	91%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	78%	22%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	67%	33%	
(4) Other	2	100%	0%	

Q.29 How did you report the behavior you observed? [Check all that apply]
(c) Communicated my concern to someone else in DoD.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	75%	25%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	75%	25%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	75%	25%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	60%	40%	
(4) Other	2	100%	0%	

Q.29 How did you report the behavior you observed? [Check all that apply]
(d) Communicated my concern to someone outside of DoD.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	94%	6%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	91%	9%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	98%	2%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	100%	0%	
(4) Other	2	100%	0%	

Q.30 Was the person who violated the restrictions on post-Government employment investigated or subjected to adverse action?

Pay Groups	n Size	Yes	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	159	10%	35%	55%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	3%	38%	59%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	15%	30%	55%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	50%	17%	33%	
(4) Other	2	50%	50%	0%	

Q.31 Overall, how satisfied were you with DoD’s response to your report of the behavior?

Pay Groups	n Size	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	159	7%	11%	43%	26%	14%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	44	5%	9%	41%	27%	18%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	56	7%	12%	46%	27%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	57	17%	33%	33%	17%	0%	
(4) Other	2	50%	0%	50%	0%	0%	

Q.32 Please tell us why you were dissatisfied. [Check all that apply]
(a) Management did not respond.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	47	57%	43%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	21	57%	43%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	19	57%	43%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	7	0%	100%	
(4) Other	0	0%	0%	

Q.32 Please tell us why you were dissatisfied. [Check all that apply]

(b) The issue I raised was hidden, or covered up, and no corrective action was taken.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	47	64%	36%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	21	57%	43%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	19	79%	21%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	7	100%	0%	
(4) Other	0	0%	0%	

Q.32 Please tell us why you were dissatisfied. [Check all that apply]

(c) Management told me what they did in response, but I did not believe them.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	47	92%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	21	89%	11%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	19	93%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	7	100%	0%	
(4) Other	0	0%	0%	

Q.32 Please tell us why you were dissatisfied. [Check all that apply]
(d) Corrective action was not severe or complete enough.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	47	92%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	21	95%	5%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	19	86%	14%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	7	100%	0%	
(4) Other	0	0%	0%	

Q.32 Please tell us why you were dissatisfied. [Check all that apply]

(e) I experienced retaliation by my superiors or coworkers as a result of my report of misconduct.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	47	92%	8%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	21	89%	11%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	19	93%	7%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	7	100%	0%	
(4) Other	0	0%	0%	

Q.32 Please tell us why you were dissatisfied. [Check all that apply]
(f) Other reason(s) not included in this list.

Pay Groups	n Size	No	Yes	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	47	67%	34%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	21	76%	24%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	19	43%	57%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	7	0%	100%	
(4) Other	0	0%	0%	

Q.33 If you had observed any behavior violating post-Government employment restrictions in the last year, would you have reported it?

Pay Groups	n Size	Yes	Probably	Probably not	No	Do not know	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	2512	33%	36%	13%	1%	16%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1043	32%	36%	13%	2%	18%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	835	36%	39%	13%	1%	12%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	594	57%	30%	5%	2%	7%	
(4) Other	40	30%	33%	13%	3%	23%	

Q.34 DoD personnel take personal responsibility for knowing, understanding, and complying with the post-Government employment restrictions.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	9%	43%	37%	10%	1%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	9%	41%	39%	10%	1%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	10%	50%	31%	8%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	20%	55%	21%	4%	0%	
(4) Other	48	6%	27%	56%	10%	0%	

Q.35 Senior personnel in DoD are held accountable if they are caught violating the post-Government employment restrictions.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	14%	32%	33%	16%	5%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	14%	31%	34%	17%	5%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	13%	34%	31%	15%	5%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	32%	44%	19%	4%	1%	
(4) Other	48	6%	40%	35%	15%	4%	

Q.36 Junior personnel in DoD are held accountable if they are caught violating the post-Government employment restrictions.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	15%	41%	37%	6%	1%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	15%	41%	37%	6%	1%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	14%	42%	37%	5%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	18%	45%	32%	5%	0%	
(4) Other	48	6%	42%	48%	4%	0%	

Q.37 The only people who are ever held accountable if they are caught violating the post-Government employment restrictions are those in the acquisition workforce (i.e., procurement or contract administration).

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	4%	15%	50%	25%	4%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	4%	15%	52%	25%	5%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	6%	17%	47%	26%	4%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	3%	13%	40%	36%	8%	
(4) Other	48	2%	21%	52%	25%	0%	

Q.38 My coworkers/peers carefully consider ethical issues when making work-related decisions.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	15%	52%	27%	5%	1%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	14%	50%	30%	5%	1%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	17%	55%	21%	6%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	32%	54%	12%	1%	0%	
(4) Other	48	8%	56%	29%	4%	2%	

Q.39 My supervisor carefully considers ethical issues when making work-related decisions.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	24%	49%	22%	3%	2%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	21%	49%	25%	3%	2%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	32%	48%	15%	3%	1%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	51%	37%	11%	1%	0%	
(4) Other	48	10%	60%	23%	4%	2%	

Q.40 At my workplace, personnel are disciplined when they violate DoD’s standards of ethical conduct in general.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	8%	30%	52%	8%	2%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	7%	27%	56%	8%	2%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	8%	39%	45%	6%	2%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	24%	47%	28%	1%	0%	
(4) Other	48	4%	33%	52%	10%	0%	

Q.41 My supervisor rewards personnel who get good results, even if they violate DoD’s standards of ethical conduct.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups’ proportional representation in the DoD-A&S Population.
Target Population	3134	1%	3%	27%	45%	24%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	1%	4%	29%	44%	22%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	1%	2%	21%	47%	29%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	0%	1%	11%	39%	49%	
(4) Other	48	0%	2%	29%	56%	13%	

Q.42 My coworkers/peers show respect for personnel who get good results, even if they violate DoD's standards of ethical conduct.

Pay Groups	n Size	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	1%	4%	30%	46%	20%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	1%	4%	33%	45%	18%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	0%	4%	23%	48%	25%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	0%	1%	12%	43%	43%	
(4) Other	48	0%	2%	33%	52%	13%	

Q.43 How long have you worked for the Federal Government?

Pay Groups	n Size	Less than one year	One year to five years	Six years to 10 years	Eleven years to 20 years	More than 20 years	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	0%	8%	5%	25%	61%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	0%	10%	7%	28%	55%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	0%	2%	2%	20%	76%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	0%	3%	1%	4%	92%	
(4) Other	48	0%	21%	8%	27%	44%	

Q.44 What are your financial disclosure responsibilities?

Pay Groups	n Size	I file a Public Financial Disclosure Report (SF 278)	I file a Confidential Financial Disclosure Report (OGE Form 450, 450A, or an agency-specific alternative)	I am not required to file a financial disclosure report	I do not know my filing status	How to use this table
Target Population	3134	5%	58%	31%	6%	1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	3%	52%	37%	8%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	2%	80%	15%	2%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	88%	12%	0%	0%	
(4) Other	48	4%	40%	42%	15%	

Q.45 What is your pay grade?

Pay Groups	Unweighted n Size	Unweighted Percentage	Weighted n Size	Weighted Percentage	95% confidence interval	How to use this table 1. The data for the Target population has a sampling error of +/- 1.73% at the 95% confidence level. 2. All error levels, both for the Target population and the pay groups, are for the survey as whole, not any specific question. 3. The numbers on the Unweighted columns represent the actual number of responses per question. The numbers in the Weighted columns represent that group's proportional representation in the DoD-A&S Population.
Target Population	3134	100%	3134	100%	1.73	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	41%	2238	71%	2.72	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	34%	773	25%	2.91	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	24%	75	2%	2.88	
(4) Other	48	2%	48	2%	n/a	

Q.46 What is your service affiliation?

Pay Groups	n Size	Civilian	Air Force	Army	Marine Corps	Navy	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	1814	45%	6%	23%	2%	24%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1	0%	0%	0%	0%	100%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	46%	5%	23%	2%	24%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	36%	15%	28%	3%	18%	
(4) Other	0						

Q.47 What is your work location?

Pay Groups	n Size	Washington, D.C. Metro Area (includes DC, MD, VA, and WV)	Other U. S. Location	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3134	25%	75%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1273	18%	82%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1074	40%	60%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	739	64%	36%	
(4) Other	48	23%	77%	

Q.48 Do you hold a supervisory position?

Pay Groups	n Size	Yes	No	How to use this table 1. The numbers on the first column (n Size) represent the actual number of responses per question. 2. The Target population percentages are weighted to reflect pay groups' proportional representation in the DoD-A&S Population.
Target Population	3127	29%	71%	
(1) General Schedule or similar, grade 12-13; Military Grade Group O-3 to O-4	1272	15%	85%	
(2) General Schedule or similar, grade 14-15; Military Grade Group O-5 to O-6	1069	63%	37%	
(3) SES, SL, or equivalent; Military Grade Group O-7 to O-10	738	96%	4%	
(4) Other	48	21%	79%	

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